

# • PM TRAINING

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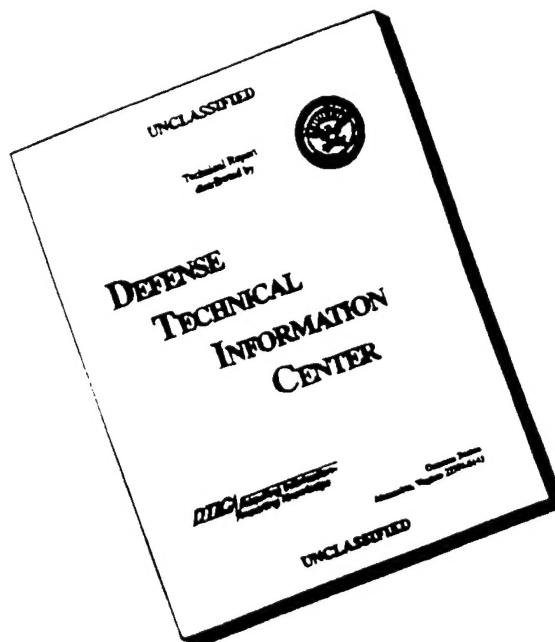
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# PROJECT MANAGEMENT CAREER DEVELOPMENT AND TRAINING

## ..... COURSE DIRECTORY

19970103 046

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● **PROJECT MANAGEMENT  
Career Development and  
Training**

● **PM  
Course  
Directory**

**1996**

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Corps of Engineers**

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## **INTRODUCTION**

Directions for use of this Course Directory are included in the Career Handbook. Please consult the Handbook prior to using the Course Directory. This Introduction reviews the organization of the Directory and introduces the Index of Courses located at the end of the Directory.

### **ORGANIZATION**

The Directory is divided into three major sections by tabs denoting the LEVEL of training for which the course entries are best suited: Introduction, Preparation, or Enhancement. Within these major sections, the entries are grouped in terms of their SCOPE, REALM, and, in the case of Generic courses, by their basic Focus. In the right margin of each entry are three "index tabs" which reflect these divisions and subdivisions. The contents of the Directory are outlined in Box 1 below.

### **INDEX OF COURSES**

The Index of Courses has two parts: A categorical and an alphabetical list of courses.

The categorical list follows the outline in Box 1 below. Both lists show the LEVEL, SCOPE, and Focus of the course, and encode these data in a "file" name. These file names replace page numbers in the Directory. They allow users to locate a course entry by TITLE, or by category (LEVEL, SCOPE, and Focus). A key to the file names is provided in Box 2 below.

### **1. OUTLINE OF COURSE DIRECTORY**

<u>Introduction</u> Training.....	TAB 1
o Generic Overviews	
o Mission Overviews	
<u>Preparation</u> Courses.....	TAB 2
o Generic Survey Courses	
o Mission Process Courses	
o Basic Focus Courses	
- Generic Subjects	
* Leadership Qualities	
* Management Functions	
* Communication Skills	
* Computer Application	
- Mission Subjects	
<u>Enhancement</u> Training.....	TAB 3
o Advanced Survey Courses	
o Generic Process Courses	
o Advanced Focus Courses	
- Generic Subjects	
* Leadership Qualities	
* Management Functions	
* Communication Skills	
* Computer Application	
- Mission Subjects	

### **2. KEY TO FILE NAMES USED TO IDENTIFY COURSE ENTRIES IN DIRECTORY**

	<u>Survey</u>	<u>Process</u>	<u>Focus</u>
<u>Introduction</u>	ISG=Generic	IPC=Civil Works IPH=HTRW/Envir	IFL=Leadership
<u>Preparation</u>	PSG=Generic	PPC=Civil Works PPH=HTRW/Envir PPM=Military	PFC=Communication PFL=Leadership PFM=Management
<u>Enhancement</u>	ESG=Generic	EPG=Generic	EFL=Leadership

*Note: Some categories are not represented in the Directory at this time (e.g., EFM=Management).*

**TAB HELPERS**

At the beginning of each major section of the Directory, the part of the Training Guide and the Career Development Plan for that LEVEL of training has been reproduced for quick reference. These charts have been modified to include the file name of the PPM function courses listed on them. (Note that the short course titles used on the charts may not correspond to the full titles used in the entries and index.)

Additional information on each course listed in the Career Development Plan can be found in the Master Training Plan. This plan is reproduced in Table A-3 of the PM Career Handbook. Among these data are the KSAs to be acquired if the course is taken. Most of the other information is included in the entries in the Course Directory.

**TAB 1 HELP: TRAINING GUIDE -- PHASE 1 -- INTRODUCTION TO PROJECTS AND PROJECT MANAGEMENT**

**WORK ASSIGNMENT TRAINING**  
*(On-Job & Developmental)*

Rotational Assignments in the following 9 functions<sup>1</sup> 3 months in each of below:

- Project management
- Planning
- Engineering
- Construction
- Operations
- Programs
- Real estate
- Contracting
- Facilities engr

Special Assignments

Instruction on the Job

Discussions w/ Supervisor

Discussions w/ Employees

**FORMAL CLASSROOM TRAINING**  
*(Govt & Non-Govt Courses)*

GENERIC OVERVIEW COURSES  
*Overviews of Universal PM Concepts, Methods, Process*

- Proj Mgmt-762:1 [ISG-01]
- Proj Mgmt-762:x [ISG-02]
- Proj Mgmt-355 [ISG-03]

MISSION OVERVIEW COURSES  
*Overviews of Corps Mission Related Business Processes*

- Civil Works-086 [IPC-01]
- Military Programs
- Enviro/HTRW-350 [IPH-01]

SELECTED TECHNICAL COURSES  
*Courses Pertaining to the Intern's Specialty Area(s)*

- University Discipline
- Design/Build Function<sup>2</sup>

**SELF-DEVELOPMENT ACTIVITY**  
*(Courses, Reading, Other)*

Academic Extension Courses

- Individual Reading and Study
- Oral and Written Communication

Engineer-in-Training (EIT) Certificate (if appropriate)

- Membership in Professional Associations

Membership in the Project Management Institute (PMI)

- Actual existing course
- Course to be developed
- A category of training

*See Directory for details.*

**TAB 1 HELP: CAREER DEVELOPMENT PLAN FOR PM AND DDE/CHIEF PPM--GRADE LEVELS 05/07 & 09/11**

Grade Level and PM Position	Formal Classroom All Functions	Formal Classroom PPM Function	On-the-Job Experience (plus prof)	Development Assignment FOA	Development Assignment Higher HQ
Grades 05/07 Intern <sup>1</sup>	★ Intern Leadership Development	+ Intro to Project Mgmt-762 [ISG-01] + Project Mgmt Introduction Courses (see the Directory)	* Rotational Assignments: Planning, Engineering, Operations, Construction, and Programs and Project Mgmt (3 mos each)		
Grades 09/11 Technical Staff <sup>1</sup> Intern <sup>1</sup>		+ Basic Project Mgmt-355 [ISG-03] + CW Orientation-086 [IPC-01] + HTRW Overview-350 [IPH-01] + Project Mgmt Introduction Courses (see the Directory)	+ Computer Literate # Participation Professional Organizations	* Programs, Real Estate, Contracting, and Facilities (1 month each)	

Note: The ACTEDS training categories and priorities that appear in the legend below are defined in part 4 of Handbook Table A-2.

✓ Target Position and Training Target	* Universal Training MANDATORY (MAND-PR I)	+ Universal Training HIGHLY RECOMMENDED (MAND-PR II)	# Universal Training HIGHLY RECOMMENDED (PR III)	+\$ Competitive Trng HIGHLY RECOMMENDED	## Competitive Trng RECOMMENDED
1/ PPM participates in the training of interns with rotational assignments in the function, but it is not a target function in the intern program and it does not provide other than rotational work assignments for interns. Nonetheless, interns, and graduated interns who have reached their target positions in other functions, may elect to pursue careers in programs and project management and follow the career development and training guidance contained in the PPM career ladder and the PPM career development and master training plans.					

# PROJECT MANAGEMENT TRAINING COURSE

<b>TITLE</b>	<i>Project Management Exportable (PROSPECT 762) (Introduction to Project Management I)</i>									
<b>LEVEL</b> <b>SCOPE</b> <b>REALM</b>	<u>Introduction</u> <u>Survey</u> <u>Generic</u>	<u>Preparation</u> <u>Process</u> <u>Civil Works</u>	<u>Enhancement</u> <u>Focus (if <u>underlined</u>, see Topic, Tasks, etc.)</u> <u>Military</u>	<u>HTRW/Environment</u>						
<b>FIRST</b>	No prerequisites									
<b>TOPIC</b> <b>TASKS</b> <b>PMBOK</b> <b>(PMI)</b>	People/Relational Lead Scope Quality	Process/Informational Plan Cost Risk	Organize Time Contract	Monitor Human Resource	Control Communication					
<b>METHOD</b> <b>MEDIUM</b>	Lecture Cases	Seminar Simulation	Workshop (w/ computer)	<u>Video</u> <u>Project</u>						
<b>LENGTH</b> <b>LOCALE</b> <b>PLACES</b> <b>OFFERS</b> <b>SERIES</b>	8 hours <u>Local</u> <u>Regional</u> <u>Central</u> At convenience of participant(s) As needed Corps Project Management Series									
<b>SOURCE</b>	Huntsville Division P.O. Box 1600 Huntsville, AL 35807-4301		Contact: Ms Halbrooks Phone: 205/722-5886							
<b>PRICE</b>	Not Applicable									
<b>ABOUT</b>	Provides an introduction to the principles and techniques of project management as applied in the Corps. There are five modules. The first module is for all Corps employees and is an all-day session. The other four modules, which are listed as preparation courses, are for program managers, project managers, technical managers, and project team members.									
<b>RATING</b>	Excellent	Good	Average	Fair	Poor					

THIS FILE (ISG-01) WAS UPDATED  
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# PROJECT MANAGEMENT TRAINING COURSE

<b>TITLE</b>	<i>Project Management Exportable (PROSPECT 762) (Introduction to Project Management II-IV)</i>							
<b>LEVEL</b> <b>SCOPE</b> <b>REALM</b>	<u>Introduction</u> <u>Survey</u> <u>Generic</u>	<u>Preparation</u> <u>Process</u> <u>Civil Works</u>	<u>Enhancement</u> <u>Focus</u> (if <u>underlined</u> , see Topic, Tasks, etc.) <u>Military</u>	<u>HTRW/Environment</u>				
<b>FIRST</b>	<i>No prerequisites</i>							
<b>TOPIC</b> <b>TASKS</b> <b>PMBOK</b> <b>(PMT)</b>	<i>People/Relational Lead Scope Quality</i>	<i>Process/Informational Plan Organize Time Contract</i>	<i>Monitor Control Human Resource Communication</i>					
<b>METHOD</b> <b>MEDIUM</b>	<i>Lecture Cases</i>	<i>Seminar Simulation</i>	<i>Workshop (w/ computer)</i>	<i>Video Project</i>				
<b>LENGTH</b> <b>LOCALE</b> <b>PLACES</b> <b>OFFERS</b> <b>SERIES</b>	<i>2 days Local Regional As demanded by the participants At the convenience of participant(s)</i>							
<b>SOURCE</b>	<i>Huntsville Division P.O. Box 1600 Huntsville, AL 35807-4301</i>		<i>Contact: Jeff Seward Phone: 205/722-5872</i>					
<b>PRICE</b>	<i>unknown</i>							
<b>ABOUT</b>	<i>Modules II-IV focus on training in the principles and techniques of project management as applied within the Corps. These modules are video courses which demonstrate hands-on exercises. Modules II-IV are currently under development. Module I is listed as an introductory course.</i>							
<b>RATING</b>	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>	<i>Poor</i>			

*THIS FILE (ISG-02) WAS UPDATED  
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# PROJECT MANAGEMENT TRAINING COURSE

<b>TITLE</b>	<i>Project Management (PROSPECT 355)</i>						
<b>LEVEL</b>	<u>Introduction</u>	<u>Preparation</u>	<u>Enhancement</u>				
<b>SCOPE</b>	<u>Survey</u>	<u>Process</u>	<u>Focus</u> (if <u>underlined</u> , see <u>Topic</u> , <u>Tasks</u> , etc.)				
<b>REALM</b>	<u>Generic</u>	<u>Civil Works</u>	<u>Military</u>	<u>HTRW/Environment</u>			
<b>FIRST</b>	<i>No prerequisites</i>						
<b>TOPIC</b>	<u>People/Relational</u>	<u>Process/Informational</u>					
<b>TASKS</b>	<u>Lead</u>	<u>Plan</u>	<u>Organize</u>	<u>Monitor</u>	<u>Control</u>		
<b>PMBOK (PMI)</b>	<u>Scope</u>	<u>Cost</u>	<u>Time</u>	<u>Human Resource</u>			
	<u>Quality</u>	<u>Risk</u>	<u>Contract</u>	<u>Communication</u>			
<b>METHOD</b>	<u>Lecture</u>	<u>Seminar</u>	<u>Workshop</u>	<u>Video</u>			
<b>MEDIUM</b>	<u>Cases</u>	<u>Simulation</u> (w/ computer)		<u>Project</u>			
<b>LENGTH</b>	<i>5 days</i>						
<b>LOCALE</b>	<u>Local</u>	<u>Regional</u>	<u>Central</u>				
<b>PLACES</b>	<i>Huntsville, Northeastern &amp; Western Regions</i>						
<b>OFFERS</b>	<i>3 times per year</i>						
<b>SERIES</b>	<i>Corps Project Management Series</i>						
<b>SOURCE</b>	<i>Huntsville Division P.O. Box 1600 Huntsville, AL 35807-4301</i>			<i>Contact: Jeff Seward Phone: 205/722-5872</i>			
<b>PRICE</b>	<i>\$500 per student</i>						
<b>ABOUT</b>	<i>Provides the basic philosophy of project management, establishes and explains project management objectives, and provides tools for project management. The course seeks, through presentations, discussions, illustrations, and case studies, to provide guidance in using current project management techniques. Generic tools and techniques are reinforced by case studies.</i>						
<b>RATING</b>	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>	<i>Poor</i>		

*THIS FILE (ISG-03) WAS UPDATED  
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# PROJECT MANAGEMENT TRAINING COURSE

Civil Works Orientation (PROSPECT 086)							
LEVEL SCOPE REALM	<u>Introduction</u> <u>Preparation</u> <u>Enhancement</u> Survey      Process      Focus (if <u>underlined</u> , see Topic, Tasks, etc.) Generic <u>Civil Works</u> Military      HTRW/Environment						
FIRST	No prerequisites						
TOPIC TASKS PMBOK (PMI)	People/Relational      Process/Informational Lead      Plan Organize      Monitor      Control Scope      Cost      Time      Human Resource Quality      Risk      Contract      Communication						
METHOD MEDIUM	Lecture      Seminar      Workshop      Video Cases      Simulation (w/ computer)      Project						
LENGTH LOCALE PLACES OFFERS SERIES	5 days Local <u>Regional</u> Central Huntsville, Washington DC, Northwestern Region 3 times per year						
SOURCE	Huntsville Division P.O. Box 1600 Huntsville, AL 35807-4301			Contact: Ms. Halbrooks Phone: 205/722-5886			
PRICE	\$515 per student						
ABOUT	Provides a basic understanding of the Corps Civil Works program, policies, and procedures. Designed for relatively new Corps employees. Types of studies, management of the Civil Works process, legislative and review processes, local cost-sharing agreements, CW program funding, public involvement, partnering, and trends and new developments.						
RATING	Excellent	Good	Average	Fair	Poor		

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# PROJECT MANAGEMENT TRAINING COURSE

INTRODUCTION	<b>TITLE</b>	Hazardous/Toxic and Radioactive Waste Overview (PROSPECT 350)					
	<b>LEVEL</b>	<u>Introduction</u>	<u>Preparation</u>	<u>Enhancement</u>			
	<b>SCOPE</b>	Survey	<u>Process</u>	Focus ( <i>if underlined, see Topic, Tasks, etc.</i> )			
	<b>REALM</b>	Generic	Civil Works	Military	<u>HTRW/Environment</u>		
	<b>FIRST</b>	No prerequisites					
	<b>TOPIC</b>	People/Relational	<u>Process/Informational</u>				
	<b>TASKS</b>	Lead	Plan	Organize	Monitor Control		
	<b>PMBOK (PMI)</b>	Scope	Cost	Time	Human Resource		
		Quality	Risk	Contract	Communication		
	<b>METHOD MEDIUM</b>	<u>Lecture</u> <u>Cases</u>	<u>Seminar</u> <u>Simulation (w/ computer)</u>	<u>Workshop</u>	<u>Video Project</u>		
PROCESSES	<b>LENGTH</b>	4 days					
	<b>LOCALE</b>	Local	<u>Regional</u>	Central			
	<b>PLACES</b>	St. Louis, Portland					
	<b>OFFERS SERIES</b>	2 times per year					
HTRW ENVIR	<b>SOURCE</b>	Huntsville Division P.O. Box 1600 Huntsville, AL 35807-4301		Contact: Ms. Halbrooks Phone: 205/722-5886			
	<b>PRICE</b>	\$645 per student					
HTRW ENVIR	<b>ABOUT</b>	Provides an overview of the Corps' role in HTRW activities (Civil Works HTRW program management not included). Summarizes programs such as Superfund, Defense Environmental Restoration Program, and work for others. Addresses organizational structure, project execution, contracting, laws and regulations, community relations, and risk assessment.					
	<b>RATING</b>	Excellent	Good	Average	Fair	Poor	

THIS FILE (IPH-01) WAS UPDATED  
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**TAB 2 HELP: TRAINING GUIDE -- PHASE 2 -- PREPARATION FOR PERFORMING PROJECT MANAGEMENT**

<b>WORK ASSIGNMENT TRAINING (On-Job &amp; Developmental)</b>	<b>FORMAL CLASSROOM TRAINING (Govt &amp; Non-Govt Courses)</b>	<b>SELF-DEVELOPMENT ACTIVITY (Courses, Reading, Other)</b>
Developmental Assignments in Project Management and Technical Management jobs (six to 12 months each)	<u>GENERIC SURVEY COURSES</u> Surveys of Universal PM Concepts, Methods, Tools <ul style="list-style-type: none"> <li>● Project Ldrship [PSG-03]</li> <li>● The Complete PM [PSG-01]</li> </ul>	Academic Extension Courses Individual Reading and Study Oral and Written Communication
Continued Journeyman Work Assignments	<u>MISSION PROCESS COURSES</u> <u>Courses on Corps Mission Project and Mgmt Processes</u> <ul style="list-style-type: none"> <li>● CW Prog D/E-010 [PPC-01]</li> <li>● Civil Works-353 [PPC-02]</li> <li>● Mil Program-088 [PPM-01]</li> <li>● Enviro/HTRW-260 [PPH-01]</li> </ul>	Participation in Professional Associations Participation in Project Management Institute (PMI) Preparation for PMI PMP <sup>3</sup> Certification
1 / Management Functions:	<ul style="list-style-type: none"> <li>- Planning</li> <li>- Organizing</li> <li>- Monitoring</li> <li>- Controlling</li> <li>and</li> <li>- Scope Management</li> <li>- Cost Management</li> <li>- Time Management</li> <li>- Human Resources Mgmt</li> <li>- Quality Management</li> <li>- Risk Management</li> <li>- Contract Management</li> <li>- Communications Mgmt</li> </ul>	<u>GENERIC FOCUS COURSES</u> <u>Courses Focused on Set of Universal PM Techs &amp; Tools</u> <ul style="list-style-type: none"> <li>□ Leadership Qualities<sup>1</sup></li> <li>□ Management Functions<sup>1</sup></li> <li>● Netwrk Analysis [PFM-02]</li> <li>● Earned Val Mgmt [PFM-19]</li> <li>□ Communication Skills</li> <li>□ Computer Application</li> </ul>
2 / Design/Build Function:	<ul style="list-style-type: none"> <li>- Planning</li> <li>- Engineering</li> <li>- Construction</li> <li>- Operations</li> </ul>	<u>MISSION FOCUS COURSES</u> <u>Courses Focused on Mission PM Concepts and Techniques</u> <ul style="list-style-type: none"> <li>● PCA/Fin Pln-315 [PFM-06]</li> </ul>
3 / Project Management Professional		<p><b>SELECTED TECHNICAL COURSES</b></p> <p><i>Courses Pertaining to the Worker's Specialty Area(s)</i></p> <ul style="list-style-type: none"> <li>□ University Discipline<sup>2</sup></li> <li>□ Design/Build Function<sup>2</sup></li> </ul>

- Actual existing course
- Course to be developed
- A category of training

See Directory for details.

**TAB 2 HELP: CAREER DEVELOPMENT PLAN FOR PM AND DDE/CHIEF PPM--GRADE LEVELS 11/12 & 12/13**

Grade Level and PM Position	Formal Classroom All Functions	Formal Classroom PPM Function	On-the-Job Experience (plus prof)	Developmental Assignment FOA	Developmental Assignment Higher HQ
Grades 11/12 Project Manager (Junior PM)	+ Leadership Communication Skills + Computer Applications (e.g., PROMIS) + Contracting Overview # Human Resources I & II	+ Civil Works Prog D/E-010 [PPC-01] + Civil Works Proj Mgmt-353 [PPC-02] + Military Project Mgmt-088 [PPM-01] + Environment/HTRW PM-260 [PPH-01] + Project Mgmt Preparation Courses (see the Directory)	* Project Mgmt Experience: Project or Technical Mgr (24 months) # Certification as PMP	* Planning, Engineering, or Construction (12 mos each) + Operations, or Facilities (12 mos each)	
Grades 12/13 PPM Section Chief ✓ Project Manager (Journeyman PM)	* Leadership Education and Development (LEAD) ★ Basic Supervisory Course ★ Supervision and Group Performance # Seminar for New Managers # Human Resources III & IV	+ Network Analysis Sys-080 [PEM-02] + Earned Value Mgmt Systems [PEM-19] + PCA/Finance Plan Dev-315 [PEM-06] + Project Mgmt Preparation Courses (see the Directory) # \$ University LTP # \$ Planning and Project Mgmt Associates Program	* Project Mgmt Experience: Project or Technical Mgr (24 months) + Supervisory Experience (12 months) + Certification as PMP	* Planning, Engineering, or Construction (12 mos each) + Operations, or Facilities (12 mos each)	#\$ MSC/Division Programs and Project Mgmt (6 months)

Note: The ACTEDS training categories and priorities that appear in the legend below are defined in part 4 of Handbook Table A-2.

✓ Target Position and Training Target	* Universal Training MANDATORY (MAND-PR I)	+ Universal Training HIGHLY RECOMMENDED (MAND-PR II)	# Universal Training RECOMMENDED (PR III)	+\$ Competitive Trng HIGHLY RECOMMENDED	#\$ Competitive Trng RECOMMENDED
1/ The ESRC Career Planning Board is considering PPM's request to designate PMP (Project Management Professional) certification of DDE (PPM)s as Mandatory, Priority I within 3-5 years.					

# PROJECT MANAGEMENT TRAINING COURSE

<b>P R E P A R A T I O N</b>  <b>S U R V E Y</b>  <b>G E N E R I C</b>	<b>TITLE</b>	<i>The Complete Project Manager</i>									
	<b>LEVEL</b>	<i>Introduction</i>	<u><i>Preparation</i></u>	<i>Enhancement</i>							
	<b>SCOPE</b>	<u><i>Survey</i></u>	<i>Process</i>	<i>Focus (if <u>underlined</u>, see Topic, Tasks, etc.)</i>							
	<b>REALM</b>	<u><i>Generic</i></u>	<i>Civil Works</i>	<u><i>Military</i></u>	<i>HTRW/Environment</i>						
	<b>FIRST</b>	<i>No prerequisites</i>									
	<b>TOPIC</b>	<i>People/Relational</i>	<i>Process/Informational</i>								
	<b>TASKS</b>	<i>Lead</i>	<i>Plan Organize</i>	<i>Monitor</i>	<i>Control</i>						
	<b>PMBOK (PMI)</b>	<i>Scope</i>	<i>Cost</i>	<i>Time</i>	<i>Human Resource</i>						
		<i>Quality</i>	<i>Risk</i>	<i>Contract</i>	<i>Communication</i>						
	<b>METHOD</b>	<u><i>Lecture</i></u>	<i>Seminar</i>	<u><i>Workshop</i></u>	<i>Video</i>						
	<b>MEDIUM</b>	<i>Cases</i>	<u><i>Simulation (w/ computer)</i></u>	<i>Project</i>							
	<b>LENGTH</b>	<i>3 days</i>									
	<b>LOCALE</b>	<u><i>Local</i></u>	<u><i>Regional</i></u>	<i>Central</i>							
	<b>PLACES</b>	<i>Dublin, CA and other locations; or arranged by client</i>									
	<b>OFFERS</b>	<i>12 times per year; and by special arrangement</i>									
	<b>SERIES</b>										
	<b>SOURCE</b>	<i>Pacific Bell</i>		<i>Contact: Tatiana Gay</i>							
		<i>6377 Clark Ave. Rm 100</i>		<i>Phone: 510/551-3451</i>							
	<b>DUBLIN</b>	<i>Dublin, CA 94568</i>									
	<b>PRICE</b>	<i>\$1,025 per student</i>									
	<b>ABOUT</b>	<i>Focuses on the people aspects of project management, emphasizing effective project leadership and team management. Uses computer-simulations to challenge students, through timed decision-making exercises, to be responsive to conflicting interests. It is based on the idea that project success is determined more by teamwork than by individuals' technical skills.</i>									
	<b>RATING</b>	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>	<i>Poor</i>					

*THIS FILE (PSG-01) WAS UPDATED  
September 1995*

# PROJECT MANAGEMENT TRAINING COURSE

<b>TITLE</b>	<i>Project Management Workshop</i>						
<b>LEVEL</b>	<i>Introduction      Preparation      Enhancement</i>						
<b>SCOPE</b>	<i>Survey      Process      Focus (if <u>underlined</u>, see Topic, Tasks, etc.)</i>						
<b>REALM</b>	<i>Generic      Civil Works      Military      HTRW/Environment</i>						
<b>FIRST</b>	<i>No prerequisites</i>						
<b>TOPIC</b>	<i>People/Relational      Process/Informational</i>						
<b>TASKS</b>	<i>Lead      Plan Organize      Monitor      Control</i>						
<b>PMBOK (PMI)</b>	<i>Scope      Cost      Time      Human Resource</i>	<i>Quality      Risk      Contract      Communication</i>					
<b>METHOD</b>	<i>Lecture      Seminar      Workshop</i>	<i>Video</i>					
<b>MEDIUM</b>	<i>Cases      Simulation (w/ computer)</i>	<i>Project</i>					
<b>LENGTH</b>	<i>3 days</i>						
<b>LOCALE</b>	<i>Local      Regional      Central</i>						
<b>PLACES</b>	<i>Dublin, Ca; Lake Tahoe, CA; Orlando, FL; Baltimore, MD; New Orleans, LA; and as arranged by client</i>						
<b>OFFERS</b>	<i>10 times per year; and based on customer demand</i>						
<b>SERIES</b>							
<b>SOURCE</b>	<i>Pacific Bell 6377 Clark Ave. Rm 100 Dublin, CA 94568</i>	<i>Contact: Tatiana Gay Phone: 510/551-3451</i>					
<b>PRICE</b>	<i>\$1,025 per student</i>						
<b>ABOUT</b>	<i>How to complete projects on schedule, within budget, and with the desired results. Topics include establishing clear project objectives including time frame and budget; specifying resources; scheduling and assigning responsibility; anticipating and handling potential problems; monitoring and modifying the project; and evaluating the success of the project.</i>						
<b>RATING</b>	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>			
	<i>Poor</i>						

*THIS FILE (PSG-02) WAS UPDATED  
September 1995*

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# PROJECT MANAGEMENT TRAINING COURSE

<b>P R E P A R A T I O N</b>	<b>TITLE</b>	<i>Project Leadership</i>					
	<b>LEVEL</b>	<i>Introduction</i>	<u><i>Preparation</i></u>	<i>Enhancement</i>			
	<b>SCOPE</b>	<u><i>Survey</i></u>	<i>Process</i>	<i>Focus (if <u>underlined</u>, see Topic, Tasks, etc.)</i>			
	<b>REALM</b>	<u><i>Generic</i></u>	<i>Civil Works</i>	<i>Military</i>	<i>HTRW/Environment</i>		
	<b>FIRST</b>	<i>No prerequisites</i>					
	<b>TOPIC</b>	<i>People/Relational</i>	<i>Process/Informational</i>				
	<b>TASKS</b>	<i>Lead</i>	<i>Plan Organize</i>	<i>Monitor</i>	<i>Control</i>		
	<b>PMBOK (PMI)</b>	<i>Scope</i>	<i>Cost</i>	<i>Time</i>	<i>Human Resource</i>		
		<i>Quality</i>	<i>Risk</i>	<i>Contract</i>	<i>Communication</i>		
<b>S U R V E Y</b>	<b>METHOD</b>	<u><i>Lecture</i></u>	<i>Seminar</i>	<u><i>Workshop</i></u>	<u><i>Video</i></u>		
	<b>MEDIUM</b>	<i>Cases</i>	<u><i>Simulation (w/ computer)</i></u>	<i>Project</i>			
	<b>LENGTH</b>	<i>4-5 days (customized)</i>					
	<b>LOCALE</b>	<u><i>Local</i></u>	<i>Regional</i>	<i>Central</i>			
	<b>PLACES</b>	<i>Arranged with client</i>					
	<b>OFFERS</b>	<i>Based on demand</i>					
	<b>SERIES</b>	<i>STC Project Management Curriculum</i>					
	<b>SOURCE</b>	<i>STC Group, Inc. 357 Springfield Avenue Summit, NJ 07901-4603</i>		<i>Contact: Jeff Seward Phone: 908/277-2852</i>			
	<b>PRICE</b>	<i>4 days: \$13,500 for up to 15 students (\$900 per student); \$3,00 5th day, \$150 each additional student</i>					
<b>G E N E R I C</b>	<b>ABOUT</b>	<i>Goes beyond project management tools and techniques by integrating management tasks (planning, implementing, using tools) and processes (building relationships and teams). Uses computer simulation, video, assessment instruments, discussions. Participants build a project plan, implement the plan using a computer simulation, and make decisions regarding the simulation.</i>					
	<b>RATING</b>	<i>Excellent</i>	<u><i>Good</i></u>	<i>Average</i>	<i>Fair</i>		
<b>THIS FILE (PSG-03) WAS UPDATED September 1995</b>							

# PROJECT MANAGEMENT TRAINING COURSE

<b>TITLE</b>	<i>Project Management Tools and Techniques</i>									
<b>LEVEL</b>	<i>Introduction</i>	<u><i>Preparation</i></u>	<u><i>Enhancement</i></u>							
<b>SCOPE</b>	<i>Survey</i>	<i>Process</i>	<i>Focus (if underlined, see Topic, Tasks, etc.)</i>							
<b>REALM</b>	<u><i>Generic</i></u>	<i>Civil Works</i>	<u><i>Military</i></u>	<i>HTRW/Environment</i>						
<b>FIRST</b>	<i>No prerequisites</i>									
<b>TOPIC</b>	<i>People/Relational</i>	<i>Process/Informational</i>								
<b>TASKS</b>	<i>Lead</i>	<i>Plan</i>	<i>Organize</i>	<i>Monitor</i>	<i>Control</i>					
<b>PMBOK (PMI)</b>	<i>Scope</i>	<i>Cost</i>	<i>Time</i>	<i>Human Resource</i>						
	<i>Quality</i>	<i>Risk</i>	<i>Contract</i>	<i>Communication</i>						
<b>METHOD</b>	<u><i>Lecture</i></u>	<i>Seminar</i>	<u><i>Workshop</i></u>	<i>Video</i>						
<b>MEDIUM</b>	<u><i>Cases</i></u>	<i>Simulation</i>	<i>(w/ computer)</i>	<i>Project</i>						
<b>LENGTH</b>	<i>3 days</i>									
<b>LOCALE</b>	<u><i>Local</i></u>	<i>Regional</i>	<i>Central</i>							
<b>PLACES</b>	<i>Varies; arranged by client and vendor</i>									
<b>OFFERS</b>	<i>Based on demand; offered to groups only</i>									
<b>SERIES</b>	<i>STC Project Management Curriculum</i>									
<b>SOURCE</b>	<i>STC Group, Inc. 357 Springfield Avenue Summit, NJ 07901-4603</i>		<i>Contact: Jeff Seward</i>	<i>Phone: 908/277-2852</i>						
<b>PRICE</b>	<i>\$7,800 for up to 25 students (\$312 per student)</i>									
<b>ABOUT</b>	<i>Covers the basic tools and techniques of project management. Includes lectures, case studies, discussions, and individual and group exercises. Topics include project definition; task generation; roles and responsibilities; cost and schedule estimates; critical path analysis; resource scheduling; risk analysis and contingency plans; tracking and managing projects.</i>									
<b>RATING</b>	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>	<i>Poor</i>					

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# PROJECT MANAGEMENT TRAINING COURSE

<b>TITLE</b>	<i>Project Management Workshop</i>						
<b>LEVEL</b> <b>SCOPE</b> <b>REALM</b>	<u>Introduction</u> <u>Preparation</u> <u>Enhancement</u> <u>Survey</u> <u>Process</u> <u>Focus (if <u>underlined</u>, see Topic, Tasks, etc.)</u> <u>Generic</u> <u>Civil Works</u> <u>Military</u> <u>HTRW/Environment</u>						
<b>FIRST</b>	<i>No prerequisites</i>						
<b>TOPIC</b> <b>TASKS</b> <b>PMBOK</b> <b>(PMI)</b>	<u>People/Relational</u> <u>Process/Informational</u> <u>Lead</u> <u>Plan</u> <u>Organize</u> <u>Monitor</u> <u>Control</u> <u>Scope</u> <u>Cost</u> <u>Time</u> <u>Human Resource</u> <u>Quality</u> <u>Risk</u> <u>Contract</u> <u>Communication</u>						
<b>METHOD</b> <b>MEDIUM</b>	<u>Lecture</u> <u>Seminar</u> <u>Workshop</u> <u>Video</u> <u>Cases</u> <u>Simulation (w/ computer)</u> <u>Project</u>						
<b>LENGTH</b> <b>LOCALE</b> <b>PLACES</b> <b>OFFERS</b> <b>SERIES</b>	<i>3 days</i> <u>Local</u> <u>Regional</u> <u>Central</u> <i>Arranged by client and vendor;</i> <i>Based on-demand; offered to groups</i>						
<b>SOURCE</b>	<i>Davis and Dean</i> <i>13110 NE 177th Place,</i> <i>Suite 171</i> <i>Wodddinville, WA 98072</i>			<i>Contact: Jen Maurice</i> <i>Phone: 800/488-8172</i>			
<b>PRICE</b>	<i>\$1,595 to attend as individual; \$5,600 for a team of 3 to 4; \$27,900 for up to 24 individuals</i>						
<b>ABOUT</b>	<i>Participants manage a successful hardware/software development project by computer simulation. Topics include managing by project; organizing and leading the team; using the fundamentals and tools; planning, scheduling and controlling; getting work done on time and budget; computer use; project life cycle; customer viewpoint; business considerations.</i>						
<b>RATING</b>	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>	<i>Poor</i>		

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# PROJECT MANAGEMENT TRAINING COURSE

<b>TITLE</b>	<i>Basic Project Management: Planning, Scheduling, and Control</i>			
<b>LEVEL</b>	<i>Introduction      <u>Preparation</u>      Enhancement</i>			
<b>SCOPE</b>	<i>Survey      Process      Focus (if <u>underlined</u>, see Topic, Tasks, etc.)</i>			
<b>REALM</b>	<i>Generic      Civil Works      Military      HTRW/Environment</i>			
<b>FIRST</b>	<i>No prerequisites</i>			
<b>TOPIC</b>	<i>People/Relational      Process/Informational</i>			
<b>TASKS</b>	<i>Lead      Plan Organize      Monitor      Control</i>			
<b>PMBOK (PMI)</b>	<i>Scope      Cost      Time      Human Resource</i>	<i>Quality      Risk      Contract      Communication</i>		
<b>METHOD</b>	<i>Lecture      Seminar      <u>Workshop</u>      Video</i>			
<b>MEDIUM</b>	<i>Cases      Simulation (w/ computer)      Project</i>			
<b>LENGTH</b>	<i>4 days</i>			
<b>LOCALE</b>	<i>Local</i>	<i>Regional</i>	<i>Central</i>	
<b>PLACES</b>	<i>30 locations around the U.S.</i>			
<b>OFFERS</b>	<i>90 times per year</i>			
<b>SERIES</b>	<i>AMA Curriculum for Project Management</i>			
<b>SOURCE</b>	<i>American Management Association 135 W. 50th Street New York, NY 10020-1201</i>		<i>Contact: no particular</i>	<i>Phone: 800-262-9699</i>
<b>PRICE</b>	<i>\$1,550 per student (\$1,350 members); \$1,320/1,150 for groups</i>			
<b>ABOUT</b>	<i>Through seminars, case studies, and workshops, covers everything from scheduling to work in progress. Topics include project organization; team building; schedule, budget, and resources; implementing and managing project plan; earned value; reporting and briefing; and administrative support.</i>			
<b>RATING</b>	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>
	<i>Poor</i>			

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# PROJECT MANAGEMENT TRAINING COURSE

<b>TITLE</b>	<i>Technical Project Management</i>					
<b>LEVEL</b> <b>SCOPE</b> <b>REALM</b>	<i>Introduction      <u>Preparation</u>      Enhancement</i> <i><u>Survey</u>      Process      Focus (if <u>underlined</u>, see Topic, Tasks, etc.)</i> <i><u>Generic</u>      Civil Works      Military      HTRW/Environment</i>					
<b>FIRST</b>	<i>No prerequisites</i>					
<b>TOPIC</b> <b>TASKS</b> <b>PMBOK</b> <b>(PMI)</b>	<i>People/Relational      Process/Informational</i> <i>Lead      Plan Organize      Monitor      Control</i> <i>Scope      Cost      Time      Human Resource</i> <i>Quality      Risk      Contract      Communication</i>					
<b>METHOD</b> <b>MEDIUM</b>	<i><u>Lecture</u>      Seminar      <u>Workshop</u>      Video</i> <i><u>Cases</u>      Simulation (w/ computer)      Project</i>					
<b>LENGTH</b> <b>LOCALE</b> <b>PLACES</b> <b>OFFERS</b> <b>SERIES</b>	<i>2 days</i> <i>Local      <u>Regional</u>      Central</i> <i>10 locations around the country</i> <i>15 times per year</i> <i>AMA Project Management Curriculum</i>					
<b>SOURCE</b>	<i>American Management Association</i> <i>135 W. 50th Street</i> <i>New York, NY 10020-1201</i>		<i>Contact: no particular</i> <i>Phone: 800-262-9699</i>			
<b>PRICE</b>	<i>\$1,375 per student (\$1,195 members); reduced for groups</i>					
<b>ABOUT</b>	<i>Designed by engineers for engineers, scientists and other technical people. Topics include building a project team; obtaining commitment to objectives; work breakdown structure; planning and scheduling tools; project control (financial control, earned value, status reports, project review); status reports for management.</i>					
<b>RATING</b>	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>		
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	<i>E</i>	<i>P</i>	<i>A</i>	<i>R</i>		
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	<i>R</i>	<i>R</i>	<i>V</i>	<i>E</i>		
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THIS FILE (PSG-07) WAS UPDATED  
September 1995

# PROJECT MANAGEMENT TRAINING COURSE

<b>TITLE</b>	<i>Project Management</i>							
<b>LEVEL</b> <b>SCOPE</b> <b>REALM</b>	<u>Introduction</u> <u>Preparation</u> <u>Enhancement</u> <u>Survey</u> <u>Process</u> <u>Focus (if underlined, see Topic, Tasks, etc.)</u> <u>Generic</u> <u>Civil Works</u> <u>Military</u> <u>HTRW/Environment</u>							
<b>FIRST</b>	<i>No prerequisites</i>							
<b>TOPIC</b> <b>TASKS</b> <b>PMBOK</b> <b>(PMI)</b>	<u>People/Relational</u> <u>Process/Informational</u> <u>Lead</u> <u>Plan</u> <u>Organize</u> <u>Monitor</u> <u>Control</u> <u>Scope</u> <u>Cost</u> <u>Time</u> <u>Human Resource</u> <u>Quality</u> <u>Risk</u> <u>Contract</u> <u>Communication</u>							
<b>METHOD</b> <b>MEDIUM</b>	<u>Lecture</u> <u>Seminar</u> <u>Workshop</u> <u>Video</u> <u>Cases</u> <u>Simulation (w/ computer)</u> <u>Project</u>							
<b>LENGTH</b> <b>LOCALE</b> <b>PLACES</b> <b>OFFERS</b> <b>SERIES</b>	<i>4 days</i> <i>Local      Regional      Central</i> <i>Las Vegas, NV; Atlanta, GA; Washington, DC; TBA</i> <i>6 times per year</i> <i>AGU Program and Project Management Program (Master's)</i>							
<b>SOURCE</b>	<i>American Graduate Univ.</i>		<i>Contact: Paul McDonald</i>					
	<i>733 North Dodsworth Ave.</i>		<i>Phone: 818/966-4576</i>					
<b>PRICE</b>	<i>\$795 per student; \$695 for groups of three or more</i>							
<b>ABOUT</b>	<i>Provides comprehensive knowledge of project management. Includes in-depth coverage of project management organizations, procedures, and human skills needed for project management success. Covers 27 topics, including the management process, project management principles, project planning, risk management, technical management, quality management, leadership, and conflict management.</i>							
<b>RATING</b>	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>	<i>Poor</i>			

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# PROJECT MANAGEMENT TRAINING COURSE

					P R E P A R A T I O N
<b>TITLE</b>	<i>Program Management</i>				
<b>LEVEL</b>	<i>Introduction</i>				
<b>SCOPE</b>	<i>Survey</i>				
<b>REALM</b>	<i>Process</i>				
					S U R V E Y
<b>FIRST</b>	<i>Focus (if underlined, see Topic, Tasks, etc.)</i>				
<b>LEVEL</b>	<i>Generic</i>				
<b>SCOPE</b>	<i>Civil Works</i>				
<b>REALM</b>	<i>Military</i>				
					G E N E R I C
<b>TOPIC</b>	<i>Preparation</i>				
<b>TASKS</b>	<i>Enhancement</i>				
<b>PMBOK (PMI)</b>	<i>Survey</i>				
<b>METHOD</b>	<i>Process/Informational</i>				
<b>MEDIUM</b>	<i>Lead</i>				
<b>LENGTH</b>	<i>Plan</i>				
<b>LOCALE</b>	<i>Organize</i>				
<b>PLACES</b>	<i>Monitor</i>				
<b>OFFERS</b>	<i>Control</i>				
<b>SERIES</b>	<i>People/Relational</i>				
<b>SOURCE</b>	<i>Process/Informational</i>				
<b>PRICE</b>	<i>Lead</i>				
<b>ABOUT</b>	<i>Plan</i>				
<b>RATING</b>	<i>Organize</i>				
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<b>THIS FILE (PSG-09) WAS UPDATED</b>					
September 1995					

# PROJECT MANAGEMENT TRAINING COURSE

					P R E P A R A T I O N					
<b>TITLE</b>	Technical Program Management									
<b>LEVEL</b>	<u>Introduction</u> <u>Preparation</u> <u>Enhancement</u>									
<b>SCOPE</b>	<u>Survey</u> <u>Process</u> <u>Focus</u> (if <u>underlined</u> , see <u>Topic</u> , <u>Tasks</u> , etc.)									
<b>REALM</b>	<u>Generic</u> <u>Civil Works</u> <u>Military</u> <u>HTRW/Environment</u>									
<b>FIRST</b>	No prerequisites									
<b>TOPIC</b>	People/Relational									
<b>TASKS</b>	Lead	Process/Informational								
<b>PMBOK</b>	Scope	Cost	Plan	Organize	Monitor					
<b>(PMI)</b>	Quality	Risk	Time		Control					
<b>METHOD</b>	<u>Lecture</u>	<u>Seminar</u>	<u>Workshop</u>	<u>Video</u>						
<b>MEDIUM</b>	<u>Cases</u>	Simulation	(w/ computer)	<u>Project</u>						
<b>LENGTH</b>	4 days									
<b>LOCALE</b>	Local	<u>Regional</u>	Central							
<b>PLACES</b>	Orlando, Washington DC, TBA									
<b>OFFERS</b>	6 times per year									
<b>SERIES</b>	AGU Program and Project Management Program (Master's)									
<b>SOURCE</b>	American Graduate Univ. 733 North Dodsworth Avenue Covina, CA 91724			Contact: Paul McDonald Phone: 818/966-4576	S U R V E Y					
<b>PRICE</b>	\$895 per student; \$795 for three or more together									
<b>ABOUT</b>	Provides comprehensive knowledge of technical program management. Covers all of the technical management processes in a program or project, including system engineering; concurrent engineering; integrated product development; technical specialty integration; manufacturing management; and technical program control. Covers 29 technical management topics.									
<b>RATING</b>	Excellent	Good	Average	Fair	Poor					
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# PROJECT MANAGEMENT TRAINING COURSE

<b>TITLE</b>	<i>Effective Project Management</i>					
<b>LEVEL SCOPE REALM</b>	<u>Introduction</u> <u>Preparation</u> <u>Enhancement</u> <u>Survey</u> <u>Process</u> <u>Focus (if underlined, see Topic, Tasks, etc.)</u> <u>Generic</u> <u>Civil Works</u> <u>Military</u> <u>HTRW/Environment</u>					
<b>FIRST</b>	<i>No prerequisites</i>					
<b>TOPIC TASKS PMBOK (PMI)</b>	<u>People/Relational</u> <u>Process/Informational</u> <u>Lead</u> <u>Plan</u> <u>Organize</u> <u>Monitor</u> <u>Control</u> <u>Scope</u> <u>Cost</u> <u>Time</u> <u>Human Resource</u> <u>Quality</u> <u>Risk</u> <u>Contract</u> <u>Communication</u>					
<b>METHOD MEDIUM</b>	<u>Lecture</u> <u>Seminar</u> <u>Workshop</u> <u>Video</u> <u>Cases</u> <u>Simulation (w/ computer)</u> <u>Project</u>					
<b>LENGTH LOCALE PLACES OFFERS SERIES</b>	<i>4 days</i> Local <u>Regional</u> Central Ft. Lauderdale, FL; San Francisco, CA <i>2 times per year</i>					
<b>SOURCE</b>	<i>Center for Professional Advancement</i> <i>P.O. Box 964</i> <i>East Brunswick, NJ 08816-0964</i>		<i>Contact: no particular</i> <i>Phone: 908/613-4535</i>			
<b>PRICE</b>	<i>\$1,340 per student; \$1, 280 for groups of 2 or more</i>					
<b>ABOUT</b>	<i>Covers essential knowledge and skills required to manage projects. Serves as an introduction to the management of projects. Emphasis is placed on practical approaches and techniques. Participants will learn the project management process; procedures and criteria for applying tools; motivation; communication; and planning and control techniques.</i>					
<b>RATING</b>	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>		
	<b>THIS FILE (PSG-11) WAS UPDATED</b> <i>September 1995</i>					

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# PROJECT MANAGEMENT TRAINING COURSE

<b>TITLE</b>	<i>Project Managers Bootcamp</i>						
<b>LEVEL</b>	<i>Introduction</i>						
<b>SCOPE</b>	<i>Preparation</i>						
<b>REALM</b>	<i>Enhancement</i>						
<b>FIRST</b>	<i>Survey</i>						
<b>TOPIC</b>	<i>Process</i>						
<b>TASKS</b>	<i>Focus (if <u>underlined</u>, see Topic, Tasks, etc.)</i>						
<b>PMBOK (PMI)</b>	<i>Generic</i>	<i>Civil Works</i>	<i>Military</i>	<i>HTRW/Environment</i>			
<b>METHOD</b>	<i>People/Relational</i>	<i>Process/Informational</i>					
<b>MEDIUM</b>	<i>Lead</i>	<i>Plan</i>	<i>Organize</i>	<i>Monitor</i>	<i>Control</i>		
	<i>Scope</i>	<i>Cost</i>	<i>Time</i>	<i>Human Resource</i>			
	<i>Quality</i>	<i>Risk</i>	<i>Contract</i>	<i>Communication</i>			
<b>LENGTH</b>	<i>Lecture</i>						
<b>LOCALE</b>	<i>Seminar</i>						
<b>PLACES</b>	<i>Workshop</i>						
<b>OFFERS</b>	<i>Video</i>						
<b>SERIES</b>	<i>Project</i>						
<b>SOURCE</b>	<i>Cases</i>			<i>Simulation (w/ computer)</i>			
<b>PRICE</b>	<i>2 days</i>						
<b>ABOUT</b>	<i>Local</i>						
	<i>Regional</i>						
	<i>Central</i>						
	<i>Nashville, TN; Phoenix, AZ</i>						
	<i>4 times per year</i>						
<b>RATING</b>	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>	<i>Poor</i>		

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# PROJECT MANAGEMENT TRAINING COURSE

<b>TITLE</b>	<i>Project Management Skills for Success</i>						
<b>LEVEL</b> <b>SCOPE</b> <b>REALM</b>	<i>Introduction</i> <u><i>Preparation</i></u> <i>Enhancement</i> <i>Survey</i> <i>Process</i> <i>Focus (if <u>underlined</u>, see Topic, Tasks, etc.)</i> <u><i>Generic</i></u> <i>Civil Works</i> <i>Military</i> <i>HTRW/Environment</i>						
<b>FIRST</b>	<i>No prerequisites</i>						
<b>TOPIC</b> <b>TASKS</b> <b>PMBOK</b> <b>(PMI)</b>	<i>People/Relational</i> <i>Process/Informational</i> <i>Lead</i> <i>Plan Organize</i> <i>Monitor</i> <i>Control</i> <i>Scope</i> <i>Cost</i> <i>Time</i> <i>Human Resource</i> <i>Quality</i> <i>Risk</i> <i>Contract</i> <i>Communication</i>						
<b>METHOD</b> <b>MEDIUM</b>	<u><i>Lecture</i></u> <i>Seminar</i> <u><i>Workshop</i></u> <i>Video</i> <u><i>Cases</i></u> <i>Simulation (w/ computer)</i> <i>Project</i>						
<b>LENGTH</b> <b>LOCALE</b> <b>PLACES</b> <b>OFFERS</b> <b>SERIES</b>	<i>4 days</i> <i>Local</i> <u><i>Regional</i></u> <i>Central</i> <i>Reston, VA; Los Angeles, CA; San Francisco, CA;</i> <i>20 times per year</i>						
<b>SOURCE</b>	<i>The Learning Tree</i> <i>1805 Library Street</i> <i>Reston, VA 22090</i>			<i>Contact: no particular</i> <i>Phone: 703-709-9119</i>			
<b>PRICE</b>	<i>\$1,995 per student (\$1,945 pre-paid)</i>						
<b>ABOUT</b>	<i>Provides participants with concepts and procedures for organizing, planning, monitoring, and controlling projects. In-class workshops use manual and PC-based tools and techniques. Topics include overview; 6-step planning methods; organizing; running the project; leadership. Participants are supplied with ready-to-use guidelines, forms, and checklists.</i>						
<b>RATING</b>	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>	<i>Poor</i>		

THIS FILE (PSG-13) WAS UPDATED  
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# PROJECT MANAGEMENT TRAINING COURSE

<b>TITLE</b>	<i>Effective Skills for Technical Managers</i>							
<b>LEVEL</b>	<i>Introduction      <u>Preparation</u>      Enhancement</i>							
<b>SCOPE</b>	<i>Survey      Process      Focus (if <u>underlined</u>, see Topic, Tasks, etc.)</i>							
<b>REALM</b>	<i>Generic      Civil Works      Military      HTRW/Environment</i>							
<b>FIRST</b>	<i>No prerequisites</i>							
<b>TOPIC</b>	<i>People/Relational      Process/Informational</i>							
<b>TASKS</b>	<i>Lead      Plan Organize      Monitor      Control</i>							
<b>PMBOK (PMT)</b>	<i>Scope      Cost      Time      Human Resource</i>	<i>Quality      Risk      Contract      Communication</i>						
<b>METHOD</b>	<i>Lecture</i>	<i>Seminar</i>	<i><u>Workshop</u></i>	<i><u>Video</u></i>				
<b>MEDIUM</b>	<i>Cases</i>	<i>Simulation (w/ computer)</i>		<i>Project</i>				
<b>LENGTH</b>	<i>4 days</i>							
<b>LOCALE</b>	<i>Local</i>	<i><u>Regional</u></i>	<i>Central</i>					
<b>PLACES</b>	<i>Washington, DC; Chicago, IL; San Diego, CA; L.A., CA</i>							
<b>OFFERS</b>	<i>20 times per year</i>							
<b>SERIES</b>								
<b>SOURCE</b>	<i>The Learning Tree 1805 Library Street Reston, VA 22090</i>			<i>Contact: no particular</i>	<i>Phone: 703-709-9119</i>			
<b>PRICE</b>	<i>\$1,995 per student (\$1,945 pre-paid)</i>							
<b>ABOUT</b>	<i>This course is designed to refine and expand management skills. Course content includes motivating your team (motivators, ownership, teamwork, planning); developing your management style (team building, empowerment); quality techniques that work; effective communication skills and continued growth after the course.</i>							
<b>RATING</b>	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>	<i>Poor</i>			

**THIS FILE (PSG-14) WAS UPDATED  
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# PROJECT MANAGEMENT TRAINING COURSE

<b>TITLE</b>	<i>Project Management for Engineers and Managers</i>				
<b>LEVEL</b>	<u>Introduction</u> <u>Preparation</u> <u>Enhancement</u>				
<b>SCOPE</b>	<u>Survey</u> <u>Process</u> <u>Focus</u> (if <u>underlined</u> , see <u>Topic</u> , <u>Tasks</u> , etc.)				
<b>REALM</b>	<u>Generic</u> <u>Civil Works</u> <u>Military</u> <u>HTRW/Environment</u>				
<b>FIRST</b>	No prerequisites				
<b>TOPIC</b>	People/Relational      Process/Informational				
<b>TASKS</b>	Lead      Plan Organize      Monitor      Control				
<b>PMBOK</b> ( <b>PMI</b> )	Scope      Cost      Time      Human Resource	Quality      Risk      Contract      Communication			
<b>METHOD</b>	<u>Lecture</u> Seminar <u>Workshop</u> Video				
<b>MEDIUM</b>	Cases      Simulation (w/ computer)      Project				
<b>LENGTH</b>	5 days				
<b>LOCALE</b>	Local      Regional <u>Central</u>				
<b>PLACES</b>	Cambridge, MA; or arranged by client				
<b>OFFERS</b>	1 time per year (summer), or on client demand				
<b>SERIES</b>					
<b>SOURCE</b>	Massachusetts Institute of Technology      Contact: F.J. McGarry 77 Massachusetts Ave, E-19-356      Phone: 617/253-2101 Cambridge, MA 02139-4307				
<b>PRICE</b>	\$2,950 per student				
<b>ABOUT</b>	Discusses different project management approaches, from project identification through implementation. Designed for engineers, planners, and economists who desire a firm foundation in modern project management techniques. Topic areas include the project management environment; performance in project management; project management and economics; and project financing.				
<b>RATING</b>	Excellent	Good	Average	Fair	Poor

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# PROJECT MANAGEMENT TRAINING COURSE

<b>TITLE</b>	<i>Successful Project Management</i>									
<b>LEVEL</b> <b>SCOPE</b> <b>REALM</b>	<u>Introduction</u> <u>Preparation</u> <u>Enhancement</u> <u>Survey</u> <u>Process</u> <u>Focus (if underlined, see Topic, Tasks, etc.)</u> <u>Generic</u> <u>Civil Works</u> <u>Military</u> <u>HTRW/Environment</u>									
<b>FIRST</b>	<i>No prerequisites</i>									
<b>TOPIC</b> <b>TASKS</b> <b>PMBOK</b> <b>(PMI)</b>	<u>People/Relational</u> <u>Process/Informational</u> <u>Lead</u> <u>Plan</u> <u>Organize</u> <u>Monitor</u> <u>Control</u> <u>Scope</u> <u>Cost</u> <u>Time</u> <u>Human Resource</u> <u>Quality</u> <u>Risk</u> <u>Contract</u> <u>Communication</u>									
<b>METHOD</b> <b>MEDIUM</b>	<u>Lecture</u> <u>Cases</u>	<u>Seminar</u> <u>Simulation</u>	<u>Workshop</u> (w/ computer)	<u>Video</u> <u>Project</u>						
<b>LENGTH</b> <b>LOCALE</b> <b>PLACES</b> <b>OFFERS</b> <b>SERIES</b>	<i>3 days</i> <i>Local</i> <i>Regional</i> <u>Central</u> <i>Pasadena, CA</i> <i>3 times per year; customized programs available</i>									
<b>SOURCE</b>	<i>California Institute for Technology</i>		<i>Contact: no particular</i> <i>Phone: 818-395-4041</i> <i>Industrial Relations Center, 1-90</i> <i>Pasadena, CA 91125</i>							
<b>PRICE</b>	<i>\$925 per student</i>									
<b>ABOUT</b>	<i>Project definition; roles and responsibilities of project managers and others; how to accomplish tasks. Topics include work breakdown; cost and scheduling; risk management; project team leading; monitoring and reporting progress; changes and replanning; contingency allowance; gaining support and resources; assuring customer satisfaction. Each participant will receive a textbook on project management.</i>									
<b>RATING</b>	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>	<i>Poor</i>					

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# PROJECT MANAGEMENT TRAINING COURSE

					P R E P A R A T I O N					
<b>TITLE</b>	<i>Design Project Management in Professional Practice</i>									
<b>LEVEL</b>	<u>Introduction</u> <u>Preparation</u> <u>Enhancement</u>									
<b>SCOPE</b>	<u>Survey</u>	<u>Process</u>	<u>Focus</u> (if underlined, see Topic, Tasks, etc.)							
<b>REALM</b>	<u>Generic</u>	<u>Civil Works</u>	<u>Military</u>	<u>HTRW/Environment</u>						
<b>FIRST</b>	No prerequisites									
<b>TOPIC</b>	<u>People/Relational</u> <u>Process/Informational</u>									
<b>TASKS</b>	Lead	<u>Plan</u>	<u>Organize</u>	<u>Monitor</u>	<u>Control</u>					
<b>PMBOK (PMI)</b>	Scope <u>Cost</u>	<u>Time</u>	<u>Human Resource</u>							
<b>Quality</b>	Risk	Contract	<u>Communication</u>							
<b>METHOD</b>	<u>Lecture</u>	<u>Seminar</u>	<u>Workshop</u>	<u>Video</u>						
<b>MEDIUM</b>	Cases	Simulation	(w/ computer)	Project						
<b>LENGTH</b>	1 semester									
<b>LOCALE</b>	Local	Regional	<u>Central</u>							
<b>PLACES</b>	Overland Park, KS									
<b>OFFERS</b>	1 time per year									
<b>SERIES</b>	Engineering Management Graduate Program									
<b>SOURCE</b>	Engineering Mngmt Program University of Kansas 12600 Quivira Road P.O. Box 25936 Overland Park, KS 66225-5936			Contact: David Kraft Phone: 913/897-8560	S U R V E Y					
<b>PRICE</b>	\$411 per course									
<b>ABOUT</b>	This course includes planning, organizing, scheduling, staffing, directing, and controlling design projects. Treats those topics from viewpoints of profit, cost control, client satisfaction and project team human relations. Covers scheduling techniques of Gantt charts and PERT; delegation; motivation, team building; performance reviews; conflict resolution and group dynamics.									
<b>RATING</b>	Excellent	Good	Average	Fair	Poor					
THIS FILE (PSG-17) WAS UPDATED September 1995										
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# PROJECT MANAGEMENT TRAINING COURSE

<b>TITLE</b>	<i>Project Management for the 90's</i>					
<b>LEVEL</b> <b>SCOPE</b> <b>REALM</b>	<i>Introduction      <u>Preparation</u>      Enhancement</i> <i><u>Survey</u>      Process      Focus (if <u>underlined</u>, see Topic, Tasks, etc.)</i> <i><u>Generic</u>      Civil Works      Military      HTRW/Environment</i>					
<b>FIRST</b>	<i>No prerequisites</i>					
<b>TOPIC</b> <b>TASKS</b> <b>PMBOK</b> <b>(PMI)</b>	<i>People/Relational      Process/Informational</i> <i>Lead      Plan Organize      Monitor      Control</i> <i>Scope      Cost      Time      Human Resource</i> <i>Quality      Risk      Contract      Communication</i>					
<b>METHOD</b> <b>MEDIUM</b>	<i>Lecture      Seminar      <u>Workshop</u>      Video</i> <i>Cases      Simulation (w/ computer)      Project</i>					
<b>LENGTH</b> <b>LOCALE</b> <b>PLACES</b> <b>OFFERS</b> <b>SERIES</b>	<i>3 or 5 days (customized length available)</i> <i><u>Local</u>      Regional      Central</i> <i>Arranged with client</i> <i>Based on demand</i> <i>CES Project Mgmt. Professional Certification Series</i>					
<b>SOURCE</b>	<i>Corporate Educational Services</i>		<i>Contact: Ms. Piazza</i> <i>Phone: 708/574-1994</i>			
<b>PRICE</b>	<i>\$11,600 or \$19,500 (12 to 25 students recommended)</i>					
<b>ABOUT</b>	<i>Interactive instruction project management concepts and techniques. Course includes up to 10 modules: introduction; life cycle; mapping; planning; scheduling; resource allocation; budgeting; tracking and control; project management systems; and continuous process improvement. Team training suggested to allow implementation of project plan developed during seminar.</i>					
<b>RATING</b>	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>		
<i>P R E P A R A T I O N</i>						
<i>S U R V E Y</i>						
<i>G E N E R I C</i>						

THIS FILE (PSG-18) WAS UPDATED  
September 1995

# PROJECT MANAGEMENT TRAINING COURSE

<b>TITLE</b>	<i>Using a Project Management Methodology</i>									
<b>LEVEL</b>	<i>Introduction</i>	<i>Preparation</i>	<i>Enhancement</i>							
<b>SCOPE</b>	<u>Survey</u>	<u>Process</u>	<u>Focus</u> (if <u>underlined</u> , see <u>Topic</u> , <u>Tasks</u> , etc.)							
<b>REALM</b>	<u>Generic</u>	<u>Civil Works</u>	<u>Military</u>	<u>HTRW/Environment</u>						
<b>FIRST</b>	<i>No prerequisites</i>									
<b>TOPIC</b>	<i>People/Relational</i>	<i>Process/Informational</i>								
<b>TASKS</b>	<i>Lead</i>	<i>Plan</i>	<i>Organize</i>	<i>Monitor</i>	<i>Control</i>					
<b>PMBOK (PMI)</b>	<i>Scope</i>	<i>Cost</i>	<i>Time</i>	<i>Human Resource</i>						
	<i>Quality</i>	<i>Risk</i>	<i>Contract</i>	<i>Communication</i>						
<b>METHOD</b>	<u>Lecture</u>	<i>Seminar</i>	<u>Workshop</u>	<i>Video</i>						
<b>MEDIUM</b>	<i>Cases</i>	<i>Simulation</i> (w/ computer)	<i>Project</i>							
<b>LENGTH</b>	<i>1-4 days (customized in modules)</i>									
<b>LOCALE</b>	<u>Local</u>	<u>Regional</u>	<u>Central</u>							
<b>PLACES</b>	<i>Arranged with client</i>									
<b>OFFERS</b>	<i>Based on demand</i>									
<b>SERIES</b>	<i>On-Site Plus Results-Driven Training Systems</i>									
<b>SOURCE</b>	<i>On-Site Plus</i> 2001 Salvio Street, St. 1500 Concord, CA 94520			<i>Contact: Doyle Young</i>	<i>Phone: 510-746-7165</i>					
<b>PRICE</b>	<i>\$2,500 per day for a group of 35</i>									
<b>ABOUT</b>	<i>Summarizes the creation of a project management methodology (PMM), and familiarizes students with what is required from each part of the organization of project success. Topics include program/project/product development process overview; roles and responsibilities; planning; resource estimating; monitoring; control techniques; project completion.</i>									
<b>RATING</b>	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>	<i>Poor</i>					

THIS FILE (PSG-19) WAS UPDATED  
September 1995

# PROJECT MANAGEMENT TRAINING COURSE

					P R E P A R A T I O N
<b>TITLE</b>	<i>Basic Project Management</i>				
<b>LEVEL</b>	<i>Introduction</i>				
<b>SCOPE</b>	<i><u>Preparation</u></i>				
<b>REALM</b>	<i>Enhancement</i>				
<b>FIRST</b>	<i>Survey Process Focus (if <u>underlined</u>, see Topic, Tasks, etc.)</i>				
<b>TOPIC</b>	<i>Generic</i>				
<b>TASKS</b>	<i>Civil Works</i>				
<b>PMBOK (PMI)</b>	<i>Military</i>				
					HTRW/Environment
<b>METHOD</b>	<i>People/Relational Lead Scope Quality</i>				
<b>MEDIUM</b>	<i>Process/Informational Plan Organize Time Contract</i>				
<b>LENGTH</b>	<i>Process/Informational Monitor Control</i>				
<b>LOCALE</b>	<i>Human Resource Communication</i>				
<b>PLACES</b>					
<b>OFFERS</b>					
<b>SERIES</b>					
<b>SOURCE</b>	<i>Lecture Seminar Workshop Video Cases Simulation (w/ computer) Project</i>				
<b>PRICE</b>	<i>Typically 3 days; can be tailored to 2 or 4.</i>				
<b>ABOUT</b>	<i>Local Regional Central</i>				
<b>RATING</b>	<i>Arranged with client Based on demand</i>				
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					G E N E R I C
<i>Stanley E. Portney &amp; Assoc. Contact: Donna Portney 44 Dorison Drive Phone: 201/376-8887 Short Hills, NJ 07078</i>					
<i>\$8,640 for up to 20 students for 3 days (\$432 per student); cost varies with length</i>					
<i>Provides a structured approach for project scheduling and resource planning; schedule and resource control; and keeping a supportive project environment and motivated team. Topics include project life cycle; management process; team management; power and influence; work breakdown; network diagram; scheduling; personnel resources; tracking and control.</i>					
<i>Excellent Good Average Fair Poor</i>					

THIS FILE (PSG-20) WAS UPDATED  
September 1995

# PROJECT MANAGEMENT TRAINING COURSE

<b>TITLE</b>	<i>Modern Methods for Managing Multiple Small Projects</i>						
<b>LEVEL</b> <b>SCOPE</b> <b>REALM</b>	<u>Introduction</u> <u>Survey</u> <u>Generic</u>	<u>Preparation</u> <u>Process</u> <u>Civil Works</u>	<u>Enhancement</u> <u>Focus (if <u>underlined</u>, see Topic, Tasks, etc.)</u> <u>Military</u>	<u>HTRW/Environment</u>			
<b>FIRST</b>	<i>No prerequisites</i>						
<b>TOPIC</b> <b>TASKS</b> <b>PMBOK</b> <b>(PMI)</b>	<u>People/Relational</u> <u>Lead</u> <u>Scope</u> <u>Quality</u>	<u>Process/Informational</u> <u>Plan Organize</u> <u>Time</u> <u>Contract</u>	<u>Monitor</u> <u>Human Resource</u>	<u>Control</u> <u>Communication</u>			
<b>METHOD</b> <b>MEDIUM</b>	<u>Lecture</u> <u>Cases</u>	<u>Seminar</u> <u>Simulation (w/ computer)</u>	<u>Workshop</u>	<u>Video</u> <u>Project</u>			
<b>LENGTH</b> <b>LOCALE</b> <b>PLACES</b> <b>OFFERS</b> <b>SERIES</b>	<p><i>4 days</i></p> <p><u>Local</u>      <u>Regional</u>      <u>Central</u></p> <p><i>Houston, TX; East Brunswick, NJ; also on location 2 times per year; or as desired on location</i></p>						
<b>SOURCE</b>	<i>Center for Professional Advancement P.O. Box 964 East Brunswick, NJ 08816-0964</i>	<p><i>Contact: no particular</i></p> <p><i>Phone: 908-613-4535</i></p>					
<b>PRICE</b>	<i>\$1,205</i>						
<b>ABOUT</b>	<p><i>Presents practical methods to address problems involved in managing multiple small projects: planning, scheduling, performance measurement and control; multi-project resource- and assignment-scheduling; roles and responsibilities; cost and schedule estimates; critical path analysis; resource scheduling; risk analysis and contingency plans.</i></p>						
<b>RATING</b>	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>			
	<p><i>THIS FILE (PSG-21) WAS UPDATED</i></p> <p><i>September 1995</i></p>						

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# PROJECT MANAGEMENT TRAINING COURSE

<b>TITLE</b>	<i>Project Management for Engineers</i>						
<b>LEVEL</b>	<i>Introduction      <u>Preparation</u>      Enhancement</i>						
<b>SCOPE</b>	<i><u>Survey</u>      Process      Focus (if <u>underlined</u>, see Topic, Tasks, etc.)</i>						
<b>REALM</b>	<i><u>Generic</u>      Civil Works      Military      HTRW/Environment</i>						
<b>FIRST</b>	<i>No prerequisites</i>						
<b>TOPIC</b>	<i>People/Relational      Process/Informational</i>						
<b>TASKS</b>	<i>Lead      Plan Organize      Monitor      Control</i>						
<b>PMBOK</b>	<i>Scope      Cost      Time      Human Resource</i>						
<b>(PMI)</b>	<i>Quality      Risk      Contract      Communication</i>						
<b>METHOD</b>	<i><u>Lecture</u></i>	<i><u>Seminar</u></i>	<i><u>Workshop</u></i>	<i>Video</i>			
<b>MEDIUM</b>	<i>Cases</i>	<i>Simulation</i>	<i>(w/ computer)</i>	<i>Project</i>			
<b>LENGTH</b>	<i>3 days</i>						
<b>LOCALE</b>	<i><u>Local</u></i>	<i><u>Regional</u></i>	<i><u>Central</u></i>				
<b>PLACES</b>	<i>Troy, MI; or at client site</i>						
<b>OFFERS</b>	<i>7 times per year; or based on-demand (for on-site)</i>						
<b>SERIES</b>	<i>Project Management Series</i>						
<b>SOURCE</b>	<i>GPS Technologies, Inc. 580 Kirts Blvd., Suite 310 Troy, MI 48084</i>			<i>Contact: Mo McCarthy Phone: 800/346-9533</i>			
<b>PRICE</b>	<i>\$660 per student (Troy); \$9,500 plus instructor expenses, for up to 24 people (\$400 per student)</i>						
<b>ABOUT</b>	<i>Participants learn how to plan, implement, and close out projects. Approximately, 30% of time spent on participant projects. Focuses on how to develop an effective project plan. Objectives include balancing technical, schedule, and budget aspects; learning scheduling methods; applying cost controls; develop resource utilization plans; applying communication skills; and assessing project risk.</i>						
<b>RATING</b>	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>	<i>Poor</i>		

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# PROJECT MANAGEMENT TRAINING COURSE

<b>P R E P A R A T I O N</b>	<i>Civil Works Program Development and Execution (PROSPECT 010)</i>						
	<b>LEVEL</b>	<i>Introduction</i>	<u><b>Preparation</b></u>	<u><b>Enhancement</b></u>			
	<b>SCOPE</b>	<i>Survey</i>	<i>Process</i>	<i>Focus (if <u>underlined</u>, see Topic, Tasks, etc.)</i>			
	<b>REALM</b>	<i>Generic</i>	<u><i>Civil Works</i></u>	<i>Military</i>	<i>HTRW/Environment</i>		
	<b>FIRST</b>	<i>No prerequisites</i>					
	<b>TOPIC</b>	<i>People/Relational</i>	<i>Process/Informational</i>				
	<b>TASKS</b>	<i>Lead</i>	<i>Plan Organize</i>	<i>Monitor</i>	<i>Control</i>		
	<b>PMBOK (PMI)</b>	<i>Scope</i>	<i>Time</i>	<i>Human Resource</i>			
		<i>Quality</i>	<i>Risk</i>	<i>Contract</i>	<i>Communication</i>		
<b>P R O C E S S</b>	<b>METHOD</b>	<u><b>Lecture</b></u>	<i>Seminar</i>	<i>Workshop</i>	<u><b>Video</b></u>		
	<b>MEDIUM</b>	<i>Cases</i>	<i>Simulation (w/ computer)</i>	<u><b>Project</b></u>			
	<b>LENGTH</b>	<i>4 days</i>					
	<b>LOCALE</b>	<i>Local</i>	<i>Regional</i>	<i>Central</i>			
	<b>PLACES</b>	<i>To be designated</i>					
	<b>OFFERS</b>	<i>2 times per year</i>					
	<b>SERIES</b>						
	<b>SOURCE</b>	<i>Huntsville Division P.O. Box 1600 Huntsville, AL 35807-4301</i>		<i>Contact: Ms. Halbrooks</i>	<i>Phone: 205/722-5886</i>		
	<b>PRICE</b>	<i>Centrally funded</i>					
<b>C I V I L W O R K S</b>	<b>ABOUT</b>	<i>Provides a comprehensive understanding of Civil Works mission accomplishment, programming concepts and activities, and their interrelationships with mission accomplishment. Includes: 1) relevant Corps, administration, and congressional committee organizations; 2) program development ; 3) program defense; and 4) program execution.</i>					
	<b>RATING</b>	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>		
<b>THIS FILE (PPC-01) WAS UPDATED September 1995</b>							

# PROJECT MANAGEMENT TRAINING COURSE

<b>TITLE</b>	<i>Project Management-Civil Works (PROSPECT 353)</i>							
<b>LEVEL</b> <b>SCOPE</b> <b>REALM</b>	<i>Introduction Survey Generic      Preparation Process Civil Works      Enhancement Focus (if <u>underlined</u>, see Topic, Tasks, etc.) Military      HTRW/Environment</i>							
<b>FIRST</b>	<i>Project Management (PROSPECT 355)</i>							
<b>TOPIC</b> <b>TASKS</b> <b>PMBOK</b> <b>(PMI)</b>	<i>People/Relational Lead Scope      Cost Quality      Risk      Process/Informational Plan Organize      Monitor      Control Time      Contract      Human Resource Communication</i>							
<b>METHOD</b> <b>MEDIUM</b>	<i>Lecture      Seminar Cases      Simulation (w/ computer)      Workshop      Video Project</i>							
<b>LENGTH</b> <b>LOCALE</b> <b>PLACES</b> <b>OFFERS</b> <b>SERIES</b>	<i>5 days Local      Regional      Central Central and Northeastern Regions 2 times per year Corps Project Management Series</i>							
<b>SOURCE</b>	<i>Huntsville Division P.O. Box 1600 Huntsville, AL 35807-4301</i>		<i>Contact: Ms. Halbrooks Phone: 205/722-5886</i>					
<b>PRICE</b>	<i>\$845 per student</i>							
<b>ABOUT</b>	<i>Provides the district project manager with management procedures and techniques necessary to deliver a successful civil works project. Through lectures, case studies, and exercises, course covers the entire spectrum, of management of civil works projects. Includes introduction to civil works; problem identification; reconnaissance; feasibility studies; budgeting; and construction management.</i>							
<b>RATING</b>	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>	<i>Poor</i>			

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**September 1995**

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# PROJECT MANAGEMENT TRAINING COURSE

<b>TITLE</b>	<i>Civil Works Planning Program Management (PROSPECT 066)</i>						
<b>LEVEL</b> <b>SCOPE</b> <b>REALM</b>	<i>Introduction</i> <i>Survey</i> <i>Generic</i>	<i>Preparation</i> <i>Process</i> <i>Civil Works</i>	<i>Enhancement</i> <i>Focus</i> (if <u>underlined</u> , see Topic, Tasks, etc.) <i>Military</i>	<i>HTRW/Environment</i>			
<b>FIRST</b>	<i>Civil Works Orientation (PROSPECT 086); GS-09 and above.</i>						
<b>TOPIC</b> <b>TASKS</b> <b>PMBOK (PMI)</b>	<i>People/Relational</i> <i>Lead</i> <i>Scope</i> <i>Quality</i>	<i>Process/Informational</i> <i>Plan Organize</i> <i>Time</i> <i>Contract</i>	<i>Monitor</i> <i>Control</i> <i>Human Resource</i> <i>Communication</i>				
<b>METHOD</b> <b>MEDIUM</b>	<i>Lecture</i> <i>Cases</i>	<i>Seminar</i> <i>Simulation (w/ computer)</i>	<i>Workshop</i>	<i>Video</i> <i>Project</i>			
<b>LENGTH</b> <b>LOCALE</b> <b>PLACES</b> <b>OFFERS</b> <b>SERIES</b>	<i>3 days</i> <i>Local</i> <i>Central and Northeastern Regions</i> <i>2 times per year</i>	<i>Regional</i>	<i>Central</i>				
<b>SOURCE</b>	<i>Huntsville Division P.O. Box 1600 Huntsville, AL 35807-4301</i>		<i>Contact: Ms. Halbrooks</i>	<i>Phone: 205/722-5886</i>			
<b>PRICE</b>	<i>\$325 per student</i>						
<b>ABOUT</b>	<i>Presents an overview of Washington DC level Civil Works planning program management. Geared for field personnel with 1-5 years experience. Topics include agency organization and roles; recent changes; report management in HQUSACE; the budget cycle; budget program development, defense and execution; and the Continuing Authorities Program (CAP).</i>						
<b>RATING</b>	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>	<i>Poor</i>		

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# PROJECT MANAGEMENT TRAINING COURSE

<b>TITLE</b>	<i>Project Management-Environmental Restoration (PROSPECT 260)</i>						
<b>LEVEL SCOPE REALM</b>	<i>Introduction      <u>Preparation</u>      Enhancement Survey      <u>Process</u>      Focus (if <u>underlined</u>, see Topic, Tasks, etc.) Generic      Civil Works      Military      <u>HTRW/Environment</u></i>						
<b>FIRST</b>	<i>GS-09 or above</i>						
<b>TOPIC TASKS PMBOK (PMI)</b>	<i>People/Relational      Process/Informational Lead      Plan Organize      Monitor      Control Scope      Cost      Time      Human Resource Quality      Risk      Contract      Communication</i>						
<b>METHOD MEDIUM</b>	<i><u>Lecture</u>      Seminar      Workshop      Video <u>Cases</u>      <u>Simulation</u> (w/ computer)      Project</i>						
<b>LENGTH LOCALE PLACES OFFERS SERIES</b>	<i>4 days Local      Regional      <u>Central</u> Huntsville 1 time per year Corps Project Management Series</i>						
<b>SOURCE</b>	<i>Huntsville Division P.O. Box 1600 Huntsville, AL 35807-4301</i>			<i>Contact: Ms. Halbrooks Phone: 205/722-5872</i>			
<b>PRICE</b>	<i>\$1,180</i>						
<b>ABOUT</b>	<i>Provides Environmental Restoration Project and technical Managers with USACE organization, mission procedures and techniques for managing projects. Topics include background (restoration, compliance, prevention, conservation); initiation; planning; funding; customer interface; reports; reviews; and both PM and TM execution responsibilities.</i>						
<b>RATING</b>	<i>Excellent      Good      Average      Fair      Poor</i>						

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# PROJECT MANAGEMENT TRAINING COURSE

<b>TITLE</b>	Implementation of Hazardous and Toxic Waste Laws and Regulations (PROSPECT 356)							
<b>LEVEL</b> <b>SCOPE</b> <b>REALM</b>	Introduction Survey <u>Process</u> Focus (if <u>underlined</u> , see Topic, Tasks, etc.) Generic Civil Works Military <u>HTRW/Environment</u>							
<b>FIRST</b>	GS-09 or above							
<b>TOPIC</b> <b>TASKS</b> <b>PMBOK (PMI)</b>	People/Relational Lead Process/Informational Plan Organize Monitor Control Scope Cost Time Human Resource Quality Risk Contract Communication							
<b>METHOD</b> <b>MEDIUM</b>	<u>Lecture</u> Cases Seminar Simulation (w/ computer) Workshop (w/ computer) <u>Video</u> Project							
<b>LENGTH</b> <b>LOCALE</b> <b>PLACES</b> <b>OFFERS</b> <b>SERIES</b>	4 days (also available on 8-hour video) Local <u>Regional</u> Central Huntsville, AL; Seattle, WA; Denver, CO 3 times per year							
<b>SOURCE</b>	Huntsville Division P.O. Box 1600 Huntsville, AL 35807-4301		Contact: Ms. Halbrooks Phone: 205/722-5872					
<b>PRICE</b>	\$800 per student (\$200 for video)							
<b>ABOUT</b>	Trains USACE personnel involved with hazardous and toxic waste projects on Military and Civil Works projects in proper application of the Comprehensive, Environmental Response, Compensation and Liability Act of 1980 (CERCLA), Superfund (SARA); the Resource Conservation and Recovery Act of 1976 (RCRA); and other relevant environmental laws, regulations, and policies.							
<b>RATING</b>	Excellent Good Average Fair Poor							

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# PROJECT MANAGEMENT TRAINING COURSE

<b>TITLE</b>	<i>Project Management-Military Programs (PROSPECT 088)</i>					
<b>LEVEL</b> <b>SCOPE</b> <b>REALM</b>	<i>Introduction      <u>Preparation</u>      Enhancement Survey      <u>Process</u>      <u>Focus</u> (if <u>underlined</u>, see Topic, Tasks, etc.) Generic      Civil Works      <u>Military</u>      HTRW/Environment</i>					
<b>FIRST</b>	<i>Project Management (PROSPECT 355)</i>					
<b>TOPIC</b> <b>TASKS</b> <b>PMBOK</b> <b>(PMI)</b>	<i>People/Relational      Process/Informational Lead      Plan Organize      Monitor      Control Scope      Cost      Time      Human Resource Quality      Risk      Contract      Communication</i>					
<b>METHOD</b> <b>MEDIUM</b>	<i><u>Lecture</u>      Seminar      Workshop      Video <u>Cases</u>      <u>Simulation</u> (w/ computer)      Project</i>					
<b>LENGTH</b> <b>LOCALE</b> <b>PLACES</b> <b>OFFERS</b> <b>SERIES</b>	<i>5 days Local      <u>Regional</u>      Central Western Region, Huntsville 2 times per year Corps Project Management Series</i>					
<b>SOURCE</b>	<i>Huntsville Division P.O. Box 1600 Huntsville, AL 35807-4301</i>		<i>Contact: Ms. Halbrooks Phone: 205/722-5886</i>			
<b>PRICE</b>	<i>\$555 per student</i>					
<b>ABOUT</b>	<i>Provides management procedures, tools, and techniques for managing military construction (MILCON) projects from design authorization through construction completion. Includes the MILCON budget cycle, regulations, planning and programming, the design process, A-E and in-house design management.</i>					
<b>RATING</b>	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>		
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<b>P</b> <b>R</b> <b>O</b> <b>C</b> <b>E</b> <b>S</b> <b>S</b>						
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# PROJECT MANAGEMENT TRAINING COURSE

<b>TITLE</b> Installation Support (PROSPECT 390)										
<b>LEVEL</b> <b>SCOPE</b> <b>REALM</b>	Introduction Survey <u>Process</u> Generic Civil Works <u>Focus</u> (if <u>underlined</u> , see Topic, Tasks, etc.) <u>Military</u> Enhancement HTRW/Environment									
<b>FIRST</b>	GS-07 and above									
<b>TOPIC</b> <b>TASKS</b> <b>PMBOK</b> <b>(PMT)</b>	People/Relational Lead Scope Quality Process/Informational Plan Organize Time Contract Monitor Human Resource Control Communication									
<b>METHOD</b> <b>MEDIUM</b>	<u>Lecture</u> <u>Cases</u>	<u>Seminar</u> <u>Simulation</u>	<u>Workshop</u> (w/ computer)	<u>Video</u> <u>Project</u>						
<b>LENGTH</b> <b>LOCALE</b> <b>PLACES</b> <b>OFFERS</b> <b>SERIES</b>	5 days Local Regional <u>Central</u> Savannah, GA 1 time per year; available August 1996									
<b>SOURCE</b>	Huntsville Division P.O. Box 1600 Huntsville, AL 35807-4301		Contact: Ms. Halbrooks Phone: 205/722-5886							
<b>PRICE</b>	\$820 per student									
<b>ABOUT</b>	Provides a working knowledge of the missions, policies, procedures, and organizational structures of both the installation Directorate of Public Works and USACE district. Its purpose is to train DPW and district personnel involved in installation support services. Focuses on fostering a partnering relationship between the installation and district staff.									
<b>RATING</b>	Excellent	Good	Average	Fair	Poor					

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# PROJECT MANAGEMENT TRAINING COURSE

<b>P R E P A R A T I O N</b>  <b>F O C U S</b>  <b>C O M M U N I C A T</b>	<b>TITLE</b>	<i>Interacting and Communicating with the Public (PROSPECT 190)</i>					
	<b>LEVEL</b>	Introduction	<u>Preparation</u>	<u>Enhancement</u>			
	<b>SCOPE</b>	Survey	Process	<u>FOCUS (if underlined, see Topic, Tasks, etc.)</u>			
	<b>REALM</b>	<u>Generic</u>	Civil Works	<u>Military</u>	HTRW/Environment		
	<b>FIRST</b>	<i>No prerequisites</i>					
	<b>TOPIC</b>	<u>People/Relational</u>	<u>Process/Informational</u>				
	<b>TASKS</b>	<u>Lead</u>	Plan Organize	Monitor	Control		
	<b>PMBOK (PMT)</b>	Scope	Cost	Time	<u>Human Resource</u>		
		Quality	Risk	Contract	<u>Communication</u>		
	<b>METHOD MEDIUM</b>	<u>Lecture</u> Cases	<u>Seminar</u> <u>Simulation</u> (w/ computer)	<u>Workshop</u>	Video Project		
	<b>LENGTH</b>	<i>3 days</i>					
	<b>LOCALE</b>	Local	<u>Regional</u>	<u>Central</u>			
	<b>PLACES</b>	<i>Northeastern Region and Huntsville</i>					
	<b>OFFERS</b>	<i>3 times per year</i>					
	<b>SERIES</b>						
	<b>SOURCE</b>	<i>Huntsville Division P.O. Box 1600 Huntsville, AL 35807-4301</i>		<b>Contact:</b> <i>Ms. Halbrooks</i>	<b>Phone:</b> <i>205/722-5886</i>		
	<b>PRICE</b>	<i>\$530 per student</i>					
	<b>ABOUT</b>	<i>Provides hands-on communication skills training for individuals to improve interactions with each other and the public. Increases awareness of different management styles, improves public communications techniques, demonstrates how to identify public attitudes and negotiation/conflict resolution skills. Role play, lectures, exercises, and a personality instrument are used.</i>					
	<b>RATING</b>	Excellent	Good	Average	Fair		
					Poor		

*THIS FILE (PFC-01) WAS UPDATED  
September 1995*

# PROJECT MANAGEMENT TRAINING COURSE

<b>TITLE</b>	<i>Effective Writing Skills</i>							
<b>LEVEL SCOPE REALM</b>	<i>Introduction Survey</i> <i>Process</i> <u><i>Preparation Focus</i></u> ( <i>if underlined, see Topic, Tasks, etc.</i> ) <i>Generic</i> <i>Civil Works</i> <i>Military</i> <i>HTRW/Environment</i>							
<b>FIRST</b>	<i>No prerequisites</i>							
<b>TOPIC TASKS PMBOK (PMI)</b>	<i>People/Relational Lead</i> <u><i>Process/Informational</i></u> <i>Scope</i> <i>Cost</i> <i>Time</i> <i>Monitor</i> <i>Control</i> <i>Quality</i> <i>Risk</i> <i>Contract</i> <u><i>Human Resource</i></u> <u><i>Communication</i></u>							
<b>METHOD MEDIUM</b>	<i>Lecture</i>	<i>Seminar</i>	<u><i>Workshop</i></u>	<i>Video Project</i>				
<i>Cases</i>		<i>Simulation</i> (w/ <i>computer</i> )						
<b>LENGTH</b>	<i>3 days</i>							
<b>LOCALE</b>	<i>Local</i>	<u><i>Regional</i></u>	<i>Central</i>					
<b>PLACES</b>	<i>Area Service Centers</i>							
<b>OFFERS</b>	<i>Varies by Center</i>							
<b>SERIES</b>								
<b>SOURCE</b>	<i>Office of Personnel Mgmt</i> <i>Washington DC Training Cntr</i> <i>1400 Wilson Blvd, Suite 1000</i> <i>Arlington, VA 22209-2312</i>			<i>Contact: no particular</i> <i>Phone: 703/312-7300</i>				
<b>PRICE</b>	<i>\$420 per student</i>							
<b>ABOUT</b>	<i>An intensive review of all the skills you need to write well. Reviews basic grammar, punctuation, and sentence structure for clear writing. Objectives include: mastering selected grammar, punctuation, and style skills; writing a clear, informative, compact draft; and revising/rewriting to ensure clarity and conciseness. An intermediate level course in writing with in-class writing assignments.</i>							
<b>RATING</b>	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>	<i>Poor</i>			

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# PROJECT MANAGEMENT TRAINING COURSE

					P R E P A R A T I O N					
<b>TITLE</b>	<i>Effective Briefing Techniques</i>									
<b>LEVEL</b>	<i>Introduction</i>									
<b>SCOPE</b>	<i>Preparation</i>									
<b>REALM</b>	<i>Enhancement</i>									
<b>FIRST</b>	<i>Survey</i>									
<b>TOPIC</b>	<i>Process</i>									
<b>TASKS</b>	<i>Focus (if underlined, see Topic, Tasks, etc.)</i>									
<b>PMBOK (PMT)</b>	<i>Generic</i>									
<b>CIVIL WORKS</b>	<i>Civil Works</i>									
<b>MILITARY</b>	<i>Military</i>									
<b>HTRW/ENVIRONMENT</b>	<i>HTRW/Environment</i>									
<b>FIRST</b>	<i>No prerequisites</i>									
<b>TOPIC</b>	<i>People/Relational</i>									
<b>TASKS</b>	<i>Process/Informational</i>									
<b>PMBOK (PMT)</b>	<i>Lead</i>	<i>Plan</i>	<i>Organize</i>	<i>Monitor</i>	<i>Control</i>					
<b>SCOPE</b>	<i>Scope</i>	<i>Cost</i>	<i>Time</i>	<i>Human Resource</i>						
<b>COST</b>	<i>Quality</i>	<i>Risk</i>	<i>Contract</i>	<i>Communication</i>						
<b>METHOD</b>	<i>Lecture</i>	<i>Seminar</i>	<i>Workshop</i>	<i>Video</i>						
<b>MEDIUM</b>	<i>Cases</i>	<i>Simulation</i>	<i>(w/ computer)</i>	<i>Project</i>						
<b>LENGTH</b>	<i>4-5 days</i>									
<b>LOCALE</b>	<i>Local</i>	<i>Regional</i>	<i>Central</i>							
<b>PLACES</b>	<i>Area Service Centers</i>									
<b>OFFERS</b>	<i>Varies by Center</i>									
<b>SERIES</b>										
<b>SOURCE</b>	<i>Office of Personnel Mgmt</i>		<i>Contact: no particular</i>							
	<i>Washington DC Training Cntr</i>		<i>Phone: 703/312-7300</i>							
	<i>1400 Wilson Blvd, Suite 1000</i>									
	<i>Arlington, VA 22209-2312</i>									
<b>PRICE</b>	<i>\$630 per student</i>									
<b>ABOUT</b>	<i>Teaches techniques of effective oral presentations. Makes use of videotape, brief lectures, role playing, films, and group discussions. Participants learn how to identify the purpose and objectives of the briefing; analyze the audience; select materials; deliver briefings; critique briefings; improve listening skills; and handle hostile audiences.</i>									
<b>RATING</b>	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>	<i>Poor</i>					

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# PROJECT MANAGEMENT TRAINING COURSE

<b>P R E P A R A T I O N</b>  <b>F O C U S</b>  <b>C O M M U N I C A T</b>	<i>Interpersonal Communication</i>						
	<b>LEVEL</b>	<i>Introduction</i>	<i>Preparation</i>	<i>Enhancement</i>			
	<b>SCOPE</b>	<i>Survey</i>	<i>Process</i>	<i>Focus (if underlined, see Topic, Tasks, etc.)</i>			
	<b>REALM</b>	<i>Generic</i>	<i>Civil Works</i>	<i>Military</i>	<i>HTRW/Environment</i>		
	<b>FIRST</b>	<i>No prerequisites</i>					
	<b>TOPIC</b>	<i><u>People/Relational</u></i>	<i><u>Process/Informational</u></i>				
	<b>TASKS</b>	<i><u>Lead</u></i>	<i>Plan</i>	<i>Organize</i>	<i>Monitor</i>		
	<b>PMBOK (PMI)</b>	<i>Scope</i>	<i>Cost</i>	<i>Time</i>	<i>Control</i>		
		<i>Quality</i>	<i>Risk</i>	<i>Contract</i>	<i><u>Human Resource</u></i>		
				<i><u>Communication</u></i>			
	<b>METHOD MEDIUM</b>	<i>Lecture</i>	<i>Seminar</i>	<i><u>Workshop</u></i>	<i>Video</i>		
		<i>Cases</i>	<i><u>Simulation</u></i>	<i>(w/ computer)</i>			
	<b>LENGTH</b>	<i>3 days</i>					
	<b>LOCALE</b>	<i>Local</i>	<i><u>Regional</u></i>	<i>Central</i>			
	<b>PLACES</b>	<i>Area Service Centers</i>					
	<b>OFFERS</b>	<i>Varies by Center</i>					
	<b>SERIES</b>						
	<b>SOURCE</b>	<i>Office of Personnel Mgmt</i>		<i>Contact: no particular</i>			
		<i>Washington DC Training Cntr</i>		<i>Phone: 703/312-7300</i>			
		<i>1400 Wilson Blvd, Suite 1000</i>					
		<i>Arlington , VA 22209-2312</i>					
	<b>PRICE</b>	<i>\$420 per student</i>					
	<b>ABOUT</b>	<i>Helps develop skills to improve working relationships and increase self-acceptance and self-esteem. Topics include: the communication process; human relations problems; problem-solving techniques; human needs and motivation; and job stress. Practical exercises, brief lectures, role playing, films, and group discussions are used.</i>					
	<b>RATING</b>	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>		
					<i>Poor</i>		

THIS FILE (PFC-04) WAS UPDATED

September 1995

# PROJECT MANAGEMENT TRAINING COURSE

<b>TITLE</b>	<i>Basic Communication Skills</i>						
<b>LEVEL</b> <b>SCOPE</b> <b>REALM</b>	<i>Introduction</i> <u>Survey</u>	<i>Process</i> <u>Generic</u>	<i>Preparation</i> <u>Focus</u> (if underlined, see Topic, Tasks, etc.)	<i>Enhancement</i> <u>Military</u>	<u>HTRW/Environment</u>		
<b>FIRST</b>	<i>No prerequisites</i>						
<b>TOPIC</b> <b>TASKS</b> <b>PMBOK</b> <b>(PMT)</b>	<i>People/Relational</i> <u>Lead</u>	<i>Process/Informational</i> <u>Plan</u> <u>Organize</u> <u>Monitor</u> <u>Control</u>	<i>Scope</i> <u>Cost</u>	<i>Time</i> <u>Human Resource</u>	<i>Quality</i> <u>Risk</u> <u>Contract</u> <u>Communication</u>		
<b>METHOD</b> <b>MEDIUM</b>	<i>Lecture</i> <u>Cases</u>	<i>Seminar</i> <u>Simulation</u> (w/ computer)	<i>Workshop</i>	<i>Video</i> <u>Project</u>			
<b>LENGTH</b> <b>LOCALE</b> <b>PLACES</b> <b>OFFERS</b> <b>SERIES</b>	<i>5 days</i> Local <u>Regional</u> Central Area Service Centers Varies by Center						
<b>SOURCE</b>	<i>Office of Personnel Mgmt</i> <u>Washington DC Training Cntr</u> <u>1400 Wilson Blvd, Suite 1000</u> <u>Arlington, VA 22209-2312</u>						
<b>PRICE</b>	<i>\$630 per student (may vary by Center)</i>						
<b>ABOUT</b>	<i>Highly interactive workshop to improve speaking, listening, and writing. Practice verbal, nonverbal, and coping skills. Videotape presentations for self-assessment. Key skills include listening and responding to others; giving well-planned oral presentations; developing new approaches; writing effectively. Course includes videotaped replay and evaluation, brief lectures, small and large group activities, and role-playing.</i>						
<b>RATING</b>	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>	<i>Poor</i>		

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# PROJECT MANAGEMENT TRAINING COURSE

						P R E P A R A T I O N				
<b>TITLE</b>	Communications I: How to Manage Conflict									
<b>LEVEL</b>	Introduction									
<b>SCOPE</b>	<u>Preparation</u>									
<b>REALM</b>	Survey Process <u>Focus</u> (if underlined, see Topic, Tasks, etc.)									
<b>FIRST</b>	Generic Civil Works Military HTRW/Environment									
<b>TOPIC</b>	<u>People/Relational</u>									
<b>TASKS</b>	<u>Lead</u>									
<b>PMBOK (PMI)</b>	Scope	Cost	Plan	Organize	Monitor	Control				
	Quality	Risk	Time		<u>Human Resource</u>					
			Contract		<u>Communication</u>					
<b>METHOD</b>	Lecture	Seminar	<u>Workshop</u>		Video					
<b>MEDIUM</b>	<u>Cases</u>	<u>Simulation</u>	(w/ computer)		Project					
<b>LENGTH</b>	1 day									
<b>LOCALE</b>	<u>Local</u>	Regional	<u>Central</u>							
<b>PLACES</b>	Arranged with client									
<b>OFFERS</b>	Based on demand									
<b>SERIES</b>	CES Communications Skills Workshops (3)									
<b>SOURCE</b>	Corporate Educatnl Services			Contact: Ms Piazza						
	One Tower Lane, Suite 1000			Phone: 708/574-1994						
	Oakbrook Terrace, IL 60181									
<b>PRICE</b>	\$5,700-7,500 per course (12-24 students recommended)									
<b>ABOUT</b>	Provides practice in skills critical to enhancing teamwork. Objectives are: identifying conflict management strategies; improving listening skills. Topics include: communications dynamics; barriers to listening; causes and effects of conflict; and coping skills.									
<b>RATING</b>	Excellent	Good	Average	Fair	Poor	C O M M U N I C A T				

THIS FILE (PFC-06) WAS UPDATED  
September 1995

# PROJECT MANAGEMENT TRAINING COURSE

<b>TITLE</b>	<i>Communications II: How to Connect with Others</i>				
<b>LEVEL</b> <b>SCOPE</b> <b>REALM</b>	<i>Introduction</i> <i>Preparation</i> <i>Enhancement</i> <i>Survey</i> <i>Process</i> <i>Focus (if underlined, see Topic, Tasks, etc.)</i> <i>Generic</i> <i>Civil Works</i> <i>Military</i> <i>HTRW/Environment</i>				
<b>FIRST</b>	<i>No prerequisites</i>				
<b>TOPIC</b> <b>TASKS</b> <b>PMBOK (PMI)</b>	<i>People/Relational</i> <i>Process/Informational</i> <i>Lead</i> <i>Plan Organize</i> <i>Monitor</i> <i>Control</i> <i>Scope</i> <i>Cost</i> <i>Time</i> <i>Human Resource</i> <i>Quality</i> <i>Risk</i> <i>Contract</i> <i>Communication</i>				
<b>METHOD</b> <b>MEDIUM</b>	<i>Lecture</i>	<i>Seminar</i>	<i>Workshop</i>	<i>Video</i>	
	<i>Cases</i>	<i>Simulation (w/ computer)</i>		<i>Project</i>	
<b>LENGTH</b> <b>LOCALE</b> <b>PLACES</b> <b>OFFERS</b> <b>SERIES</b>	<i>1 day</i> <i>Local</i> <i>Regional</i> <i>Central</i> <i>Arranged with client</i> <i>Based on demand</i> <i>CES Communications Skills Workshops (3)</i>				
<b>SOURCE</b>	<i>Corporate Educatnl Services</i>			<i>Contact: Ms Piazza</i>	
	<i>One Tower Lane, Suite 1000</i>			<i>Phone: 708/574-1994</i>	
	<i>Oakbrook Terrace, IL 60181</i>				
<b>PRICE</b>	<i>\$5,700-7,500 per course (12-24 students recommended)</i>				
<b>ABOUT</b>	<i>Focuses on developing communication skills which build teamwork. Objectives include: identifying communication problems; listening actively; understanding nonverbal signals; problem-solving. Topics include: communications glitches; inner communication; interpersonal interaction. Team training is suggested.</i>				
<b>RATING</b>	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>	<i>Poor</i>

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# PROJECT MANAGEMENT TRAINING COURSE

<b>TITLE</b>	<i>Communications III: Leading Project Teams</i>							
<b>LEVEL</b> <b>SCOPE</b> <b>REALM</b>	<i>Introduction</i> <i>Survey</i> <i>Generic</i>	<i>Preparation</i> <i>Process</i> <i>Civil Works</i>	<i>Enhancement</i> <i>Focus (if underlined, see Topic, Tasks, etc.)</i> <i>Military</i>	<i>HTRW/Environment</i>				
<b>FIRST</b>	<i>No prerequisites</i>							
<b>TOPIC</b> <b>TASKS</b> <b>PMBOK</b> <b>(PMI)</b>	<u>People/Relational</u> <u>Lead</u> Scope      Cost Quality    Risk							
<b>METHOD</b> <b>MEDIUM</b>	<i>Lecture</i> <i>Cases</i>	<i>Seminar</i> <i>Simulation (w/ computer)</i>	<i>Workshop</i>	<i>Video</i> <i>Project</i>				
<b>LENGTH</b> <b>LOCALE</b> <b>PLACES</b> <b>OFFERS</b> <b>SERIES</b>	<i>1 day</i> <u>Local</u> <i>Regional</i> <i>Central</i> <i>Arranged with client</i> <i>Based on demand</i> <i>CES Communications Skills Workshops</i>							
<b>SOURCE</b>	<i>Corporate Educational Services</i> <i>One Tower Lane, Suite 100</i> <i>Oakbrook Terrace, IL 60181</i>		<i>Contact: Ms. Piazza</i> <i>Phone: 708/574-1994</i>					
<b>PRICE</b>	<i>\$5,700-7,500 per course (12 to 14 students recommended)</i>							
<b>ABOUT</b>	<i>Provides practice in skills critical to enhanced teamwork, using group discussion, activities, instructional games; and role play. Objectives: understanding groups; observing leaders and power, knowing group stages; sharing leadership and management; vision; group process and communications; power; information sharing; adapting to groups.</i>							
<b>RATING</b>	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>	<i>Poor</i>			

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# PROJECT MANAGEMENT TRAINING COURSE

<b>TITLE</b>	<i>Human Resource Management I (PROSPECT 301)</i>						
<b>LEVEL</b> <b>SCOPE</b> <b>REALM</b>	<u>Introduction</u> <u>Preparation</u> <u>Enhancement</u> <u>Survey</u> <u>Process</u> <u>Focus (if underlined, see Topic, Tasks, etc.)</u> <u>Generic</u> <u>Civil Works</u> <u>Military</u> <u>HTRW/Environment</u>						
<b>FIRST</b>	<i>No prerequisites</i>						
<b>TOPIC</b> <b>TASKS</b> <b>PMBOK</b> <b>(PMI)</b>	<u>People/Relational</u> <u>Process/Informational</u> <u>Lead</u> <u>Plan</u> <u>Organize</u> <u>Monitor</u> <u>Control</u> <u>Scope</u> <u>Cost</u> <u>Time</u> <u>Human Resource</u> <u>Quality</u> <u>Risk</u> <u>Contract</u> <u>Communication</u>						
<b>METHOD</b> <b>MEDIUM</b>	<u>Lecture</u> <u>Seminar</u> <u>Workshop</u> <u>Video</u> <u>Cases</u> <u>Simulation (w/ computer)</u> <u>Project</u>						
<b>LENGTH</b> <b>LOCALE</b> <b>PLACES</b> <b>OFFERS</b> <b>SERIES</b>	<i>5 days</i> Local <u>Regional</u> Central Huntsville, Northeastern, Central, & Western Regions <i>8 times per year</i>						
<b>SOURCE</b>	<i>Huntsville Division</i>			<i>Contact: Ms. Halbrooks</i>			
	<i>P.O. Box 1600</i>			<i>Phone: 205/722-5886</i>			
	<i>Huntsville, AL 35807-4301</i>						
<b>PRICE</b>	<i>\$370 per student</i>						
<b>ABOUT</b>	<i>This course is focused on the development of leadership and communication skills. There is an emphasis on a practical approach to problems supervisors and managers may encounter. Topics include: Corps vision and values; empowering members to excel; diversity; matching people with jobs; and managing stress.</i>						
<b>RATING</b>	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>	<i>Poor</i>		

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# PROJECT MANAGEMENT TRAINING COURSE

<b>TITLE</b>	<i>Human Resource Management II (PROSPECT 302)</i>							
<b>LEVEL</b> <b>SCOPE</b> <b>REALM</b>	<i>Introduction Survey Generic</i> <i>Preparation Process Civil Works</i> <i>Enhancement Focus (if underlined, see Topic, Tasks, etc.) Military HTRW/Environment</i>							
<b>FIRST</b>	<i>No prerequisites</i>							
<b>TOPIC</b> <b>TASKS</b> <b>PMBOK</b> <b>(PMI)</b>	<i><u>People/Relational</u>   <u>Process/Informational</u> <u>Lead</u>   <u>Plan</u>   <u>Organize</u>   <u>Monitor</u>   <u>Control</u> <u>Scope</u>   <u>Cost</u>   <u>Time</u>   <u>Human Resource</u> <u>Quality</u>   <u>Risk</u>   <u>Contract</u>   <u>Communication</u></i>							
<b>METHOD</b> <b>MEDIUM</b>	<i><u>Lecture</u>   <u>Seminar</u>   <u>Workshop</u>   <u>Video</u> <u>Cases</u>   <u>Simulation (w/ computer)</u>   <u>Project</u></i>							
<b>LENGTH</b> <b>LOCALE</b> <b>PLACES</b> <b>OFFERS</b> <b>SERIES</b>	<i>5 days Local   <u>Regional</u>   Central Huntsville, Central and Western 5 times per year Human Resource Management Series</i>							
<b>SOURCE</b>	<i>Huntsville Division P.O. Box 1600 Huntsville, AL 35807-4301</i>		<i>Contact: Ms Halbrooks Phone: 205/722-5886</i>					
<b>PRICE</b>	<i>\$400 per student</i>							
<b>ABOUT</b>	<i>The major focus is on managing performance, including leadership, developing and appraising performance, team building, and transitions. Special attention is given to the quality movement in the Corps. Students learn how to formulate quality indicators, develop performance measures, prepare effective written communication, perform performance appraisals, and identify basic strategies for team building.</i>							
<b>RATING</b>	<i>Excellent   Good   Average   Fair   Poor</i>							

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# PROJECT MANAGEMENT TRAINING COURSE

					P R E P A R A T I O N					
<b>TITLE</b>	<i>Human Resource Management III (PROSPECT 303)</i>									
<b>LEVEL</b>	<i>Introduction</i>									
<b>SCOPE</b>	<i>Survey</i>									
<b>REALM</b>	<i>Process</i>									
					<i>Preparation</i>					
					<i>Enhancement</i>					
					<i>Focus (if underlined, see Topic, Tasks, etc.)</i>					
					<i>Generic</i>					
					<i>Civil Works</i>					
					<i>Military</i>					
					<i>HTRW/Environment</i>					
<b>FIRST</b>	<i>No prerequisites</i>									
<b>TOPIC</b>	<i>People/Relational</i>									
<b>TASKS</b>	<i>Lead</i>									
<b>PMBOK (PMT)</b>	<i>Scope</i>	<i>Cost</i>	<i>Time</i>	<i>Monitor</i>	<i>Control</i>					
	<i>Quality</i>	<i>Risk</i>	<i>Contract</i>	<i>Human Resource Communication</i>						
<b>METHOD</b>	<i>Lecture</i>	<i>Seminar</i>	<i>Workshop</i>	<i>Video</i>						
<b>MEDIUM</b>	<i>Cases</i>	<i>Simulation (w/ computer)</i>	<i>Project</i>							
<b>LENGTH</b>	<i>5 days</i>									
<b>LOCALE</b>	<i>Local</i>	<i>Regional</i>	<i>Central</i>							
<b>PLACES</b>	<i>Huntsville, Central and Northeastern</i>									
<b>OFFERS</b>	<i>4 times per year</i>									
<b>SERIES</b>	<i>Human Resource Management Series</i>									
<b>SOURCE</b>	<i>Huntsville Division P.O. Box 1600 Huntsville, AL 35807-4301</i>			<i>Contact: Ms Halbrooks</i>	<i>Phone: 205/722-5886</i>					
<b>PRICE</b>	<i>\$420 per student</i>									
<b>ABOUT</b>	<i>The major focus is on developing people. Emphasis is placed on the application of successful interviewing techniques, analysis of position requirements and preparation for screening applications, analysis of employees' development needs. Objectives: analyze employee performance, analyze position requirements, design criteria for work group success, build commitment to organizational values, and synthesize strategy for customer service.</i>									
<b>RATING</b>	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>	<i>Poor</i>					
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# PROJECT MANAGEMENT TRAINING COURSE

					P R E P A R A T I O N			
<b>TITLE</b>	<i>Human Resource Management IV (PROSPECT 304)</i>							
<b>LEVEL SCOPE REALM</b>	<u>Introduction</u> <u>Preparation</u> <u>Enhancement</u> <u>Survey</u> <u>Process</u> <u>Focus (if underlined, see Topic, Tasks, etc.)</u> <u>Generic</u> <u>Civil Works</u> <u>Military</u> <u>HTRW/Environment</u>							
<b>FIRST</b>	<i>No prerequisites</i>							
<b>TOPIC TASKS PMBOK (PMI)</b>	<u>People/Relational</u> <u>Process/Informational</u> <u>Lead</u> <u>Plan</u> <u>Organize</u> <u>Monitor</u> <u>Control</u> <u>Scope</u> <u>Cost</u> <u>Time</u> <u>Human Resource</u> <u>Quality</u> <u>Risk</u> <u>Contract</u> <u>Communication</u>							
<b>METHOD MEDIUM</b>	<u>Lecture</u> <u>Seminar</u> <u>Workshop</u> <u>Video</u> <u>Cases</u> <u>Simulation (w/ computer)</u> <u>Project</u>							
<b>LENGTH LOCALE PLACES OFFERS SERIES</b>	<i>5 days</i> <i>Local</i> <u>Regional</u> <i>Central</i> <i>Huntsville, Central and Northeastern</i> <i>4 times per year</i> <i>Human Resource Management Series</i>							
<b>SOURCE</b>	<i>Huntsville Division</i>		<i>Contact: Ms Halbrooks</i>					
	<i>P. O. Box 1600</i>		<i>Phone: 205/722-5886</i>					
	<i>Huntsville, AL 35807-4301</i>							
<b>PRICE</b>	<i>\$420 per student</i>							
<b>ABOUT</b>	<i>Discusses current concepts in human resources management among practicing professionals.</i> <i>Interactive exercises and discussions are used.</i> <i>Focus is on leadership, geared to helping the proven manager increase his/her effectiveness. Proceeds from theory to practical application (participatory activities).</i> Topics include: employee performance, organizational output and operations, customer needs, leadership, and risk taking.							
<b>RATING</b>	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>	<i>Poor</i>			

**THIS FILE (PFL-04) WAS UPDATED**  
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# PROJECT MANAGEMENT TRAINING COURSE

<b>TITLE</b>	<i>Negotiating, Bargaining, and Dispute Resolution (PROSPECT 306)</i>					
<b>LEVEL</b> <b>SCOPE</b> <b>REALM</b>	Introduction Survey <u>Generic</u>	Preparation Process <u>Civil Works</u>	Enhancement <u>Focus (if underlined, see Topic, Tasks, etc.)</u>	Enhancement <u>Military</u> <u>HTRW/Environment</u>		
<b>FIRST</b>	<i>No prerequisites</i>					
<b>TOPIC</b> <b>TASKS</b> <b>PMBOK</b> <b>(PMI)</b>	<u>People/Relational</u> <u>Lead</u> Scope      Cost Quality    Risk					
<b>METHOD</b> <b>MEDIUM</b>	<u>Lecture</u> <u>Cases</u>	<u>Seminar</u> <u>Simulation (w/ computer)</u>	<u>Workshop</u> <u>Contract</u>	<u>Video</u> <u>Project</u>		
<b>LENGTH</b> <b>LOCALE</b> <b>PLACES</b> <b>OFFERS</b> <b>SERIES</b>	5 days Local <u>Regional</u> Central Central and Northeastern 2 times per year					
<b>SOURCE</b>	Huntsville Division P.O. Box 1600 Huntsville, AL 35807-4301		Contact: Ms Halbrooks Phone: 205/722-5886			
<b>PRICE</b>	\$930 per student					
<b>ABOUT</b>	<i>Designed to make dispute resolution part of each Corps manager's tool kit. Enables managers to address conflict encountered in project management, regulatory, local cooperative agreements, operations and finances, base closure, and Superfund/DERP. Includes a variety of Alternative Dispute Resolution techniques and how to avoid/handle disputes.</i>					
<b>RATING</b>	Excellent	Good	Average	Fair		
	Poor					

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# PROJECT MANAGEMENT TRAINING COURSE

<b>TITLE</b>	<i>Leadership Communication Skills (PROSPECT 362)</i>						
<b>LEVEL</b> <b>SCOPE</b> <b>REALM</b>	<i>Introduction Survey Generic</i>	<i>Preparation Process Civil Works</i>	<i>Enhancement Focus (if underlined, see Topic, Tasks, etc.)</i>	<i>Military</i>	<i>HTRW/Environment</i>		
<b>FIRST</b>	<i>No prerequisites</i>						
<b>TOPIC</b> <b>TASKS</b> <b>PMBOOK</b> <b>(PMT)</b>	<u>People/Relational</u> <u>Lead</u> <u>Scope</u> <u>Quality</u>						
<b>METHOD</b> <b>MEDIUM</b>	<i>Lecture Cases</i>	<i>Seminar Simulation</i>	<i>Workshop (w/ computer)</i>	<i>Video Project</i>			
<b>LENGTH</b> <b>LOCALE</b> <b>PLACES</b> <b>OFFERS</b> <b>SERIES</b>	<i>3 days</i> <i>Local      Regional      Central</i> <i>Huntsville, Central and Western</i> <i>4 times per year</i>						
<b>SOURCE</b>	<i>Huntsville Division P.O. Box 1600 Huntsville, AL 35807-4301</i>			<i>Contact: Ms Halbrooks Phone: 205/722-5886</i>			
<b>PRICE</b>	<i>\$450 per student</i>						
<b>ABOUT</b>	<i>Provides hands-on communication skills training for problem-solving: negotiating, resolving issues, preparing action plans, and conducting team meetings. Lectures, group exercises, and a personality measure that portrays decision-making and communication styles are used. Lectures include effective group membership, leadership, and problem-solving. Work groups focus on cooperation and communications, leadership style, and negotiating techniques.</i>						
<b>RATING</b>	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>	<i>Poor</i>		

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# PROJECT MANAGEMENT TRAINING COURSE

<b>TITLE</b>	<i>Leadership Education and Development (LEAD)</i>						
<b>LEVEL</b>	<i>Introduction      Preparation      Enhancement</i>						
<b>SCOPE</b>	<i>Survey      Process      Focus (if underlined, see Topic, Tasks, etc.)</i>						
<b>REALM</b>	<i>Generic      Civil Works      Military      HTRW/Environment</i>						
<b>FIRST</b>	<i>No prerequisites</i>						
<b>TOPIC</b>	<i><u>People/Relational</u>      <u>Process/Informational</u></i>						
<b>TASKS</b>	<i><u>Lead</u>      <u>Plan</u>      <u>Organize</u>      <u>Monitor</u>      <u>Control</u></i>						
<b>PMBOK (PMI)</b>	<i>Scope</i>	<i>Cost</i>	<i>Time</i>	<i><u>Human Resource</u> <u>Communication</u></i>			
<b>METHOD MEDIUM</b>	<i><u>Lecture</u> Cases</i>	<i><u>Seminar</u> Simulation</i>	<i><u>Workshop</u> (w/ computer)</i>	<i>Video Project</i>			
<b>LENGTH</b>	<i>5 days</i>						
<b>LOCALE</b>	<i>Local</i>	<i>Regional</i>	<i>Central</i>				
<b>PLACES</b>	<i>Arranged by installation instructor</i>						
<b>OFFERS</b>	<i>Based on need</i>						
<b>SOURCE</b>	<i>Center for Army Leadership Ft Leavenworth Ft Leavenworth, KS</i>			<i>Contact: John Powell Phone: 913/758-3564</i>			
<b>PRICE</b>	<i>Funded by the Army, no cost to student organization</i>						
<b>ABOUT</b>	<i>Designed to develop and hone leadership and management skills. Covers supervision, team performance, and application of leadership competencies. Topics include: defining leadership, motivation, communication, counseling skills, conflict management, group development theory, team building, ethics, systems theory, problem-solving, and decision-making.</i>						
<b>RATING</b>	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>	<i>Poor</i>		

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# PROJECT MANAGEMENT TRAINING COURSE

					P R E P A R A T I O N					
<b>TITLE</b>	<i>Effective Leadership Seminar</i>									
<b>LEVEL</b>	<i>Introduction</i>	<i>Preparation</i>	<i>Enhancement</i>							
<b>SCOPE</b>	<i>Survey</i>	<i>Process</i>	<i><u>Focus</u> (if underlined, see Topic, Tasks, etc.)</i>							
<b>REALM</b>	<i>Generic</i>	<i>Civil Works</i>	<i>Military</i>	<i>HTRW/Environment</i>						
<b>FIRST</b>	<i>No prerequisites</i>									
<b>TOPIC</b>	<i><u>People/Relational</u></i>	<i><u>Process/Informational</u></i>								
<b>TASKS</b>	<i><u>Lead</u></i>	<i>Plan</i>	<i>Organize</i>	<i>Monitor</i>	<i>Control</i>					
<b>PMBOK (PMI)</b>	<i>Scope</i>	<i>Cost</i>	<i>Time</i>	<i><u>Human Resource</u></i>						
	<i>Quality</i>	<i>Risk</i>	<i>Contract</i>	<i><u>Communication</u></i>						
<b>METHOD</b>	<i>Lecture</i>	<i><u>Seminar</u></i>	<i>Workshop</i>	<i>Video</i>						
<b>MEDIUM</b>	<i>Cases</i>	<i>Simulation (w/ computer)</i>		<i><u>Project</u></i>						
<b>LENGTH</b>	<i>3 days</i>									
<b>LOCALE</b>	<i>Local</i>	<i><u>Regional</u></i>	<i>Central</i>							
<b>PLACES</b>	<i>Area Service Centers</i>									
<b>OFFERS</b>	<i>Varies by Center</i>									
<b>SERIES</b>										
<b>SOURCE</b>	<i>Office of Personnel Mgmt</i>		<i>Contact: no particular</i>							
	<i>Washington DC Training Cntr</i>		<i>Phone: 703/312-7300</i>							
	<i>1400 Wilson Blvd, Suite 1000</i>									
	<i>Arlington, VA 22209-2312</i>									
<b>PRICE</b>	<i>\$625 per student</i>									
<b>ABOUT</b>	<i>Examines concepts, techniques, and skills of leadership with an emphasis on the practical applications of leadership on the job. Focuses on selecting leadership styles and techniques, developing delegation and conflict management techniques, creating a positive work environment, developing enhanced work groups using team-building concepts.</i>									
<b>RATING</b>	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>	<i>Poor</i>					
<i>THIS FILE (PFL-08) WAS UPDATED September 1995</i>										
<b>L E A D E R S H I P</b>										

# PROJECT MANAGEMENT TRAINING COURSE

<b>TITLE</b>	<i>Techniques of Negotiating</i>									
<b>LEVEL</b>	Introduction	<u>Preparation</u>	<u>Enhancement</u>							
<b>SCOPE</b>	Survey	Process	<u>FOCUS (if underlined, see Topic, Tasks, etc.)</u>							
<b>REALM</b>	Generic	Civil Works	Military	<u>HTRW/Environment</u>						
<b>FIRST</b>	<i>No prerequisites</i>									
<b>TOPIC</b>	<u>People/Relational</u>		<u>Process/Informational</u>							
<b>TASKS</b>	<u>Lead</u>		Plan	Organize	Monitor					
<b>PMBOK (PMI)</b>	Scope	Cost	Time	<u>Human Resource</u>						
	Quality	Risk	Contract	<u>Communication</u>						
<b>METHOD</b>	Lecture	Seminar	<u>Workshop</u>	<u>Video</u>						
<b>MEDIUM</b>	Cases	<u>Simulation</u>	(w/ computer)	<u>Project</u>						
<b>LENGTH</b>	<i>3 days</i>									
<b>LOCALE</b>	Local	<u>Regional</u>	<u>Central</u>							
<b>PLACES</b>	<i>Area Service Centers</i>									
<b>OFFERS</b>	<i>Varies by Center</i>									
<b>SOURCE</b>	<i>Office of Personnel Mgmt</i>		<i>Contact: no particular</i>							
	<i>Washington DC Training Cntr</i>		<i>Phone: 703/312-7300</i>							
	<i>1400 Wilson Blvd, Suite 1000</i>									
	<i>Arlington, VA 22209-2312</i>									
<b>PRICE</b>	<i>\$420 per student</i>									
<b>ABOUT</b>	<i>Teaches how to develop skills and strategies for conducting win-win negotiations. Not a course in negotiating procurement or labor-relations contracts. Emphasis on areas like compliance with Federal laws, interagency agreements, and employee performance. Topics include improvement of negotiating skills, negotiation action plans, negotiation philosophy, and non-verbal communication.</i>									
<b>RATING</b>	Excellent	Good	Average	Fair	Poor					

THIS FILE (PFL-09) WAS UPDATED  
September 1995

# PROJECT MANAGEMENT TRAINING COURSE

<b>TITLE</b>	<i>Leadership Assessment Program</i>							
<b>LEVEL</b> <b>SCOPE</b> <b>REALM</b>	<i>Introduction Survey</i>	<i>Process</i>	<i>Preparation Focus (if underlined, see Topic, Tasks, etc.)</i>	<i>Enhancement</i>				
<b>FIRST</b>	<i>No prerequisites</i>							
<b>TOPIC</b> <b>TASKS</b> <b>PMBOK (PMI)</b>	<i>People/Relational Lead</i>	<i>Scope Cost</i>	<i>Process/Informational Plan Organize Time</i>	<i>Monitor Control</i>	<i>Human Resource Communication</i>			
<b>METHOD</b> <b>MEDIUM</b>	<i>Lecture Cases</i>	<i>Seminar Simulation</i>	<i>Workshop (w/ computer)</i>	<i>Video Project</i>				
<b>LENGTH</b> <b>LOCALE</b> <b>PLACES</b> <b>OFFERS</b> <b>SERIES</b>	<p><i>7 days</i>  <i>Local      Regional      Central</i>  <i>Lancaster, PA; Denver, CO</i>  <i>based on demand</i>  <i>OPM's management Development Centers program</i></p>							
<b>SOURCE</b>	<i>Eastern Management Development Center P.O. Box 1579 Lancaster, PA 17608-1579</i>		<i>Contact: no particular Phone: 717/399-0112</i>					
<b>PRICE</b>	<i>\$4,000 per student (includes tuition, meals and lodging); \$3,500 if funds are obligated by 12/31/95</i>							
<b>ABOUT</b>	<i>This is an intensive seminar designed to meet the needs of individuals who wish to move into managerial positions, or for individuals who are in the earliest stages of their management career. Topics will include: individual assessment of leadership potential; personalized feedback from specialists; enhance understanding of personal behaviors as they relate to effectively managing the workplace.</i>							
<b>RATING</b>	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>	<i>Poor</i>			

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# PROJECT MANAGEMENT TRAINING COURSE

<b>P R E P A R A T I O N</b>  <b>F O C U S</b>  <b>L E A D E R S H I P</b>	<b>TITLE</b>	<i>Managerial and Team-Building Skills for Project Managers</i>					
	<b>LEVEL</b>	<u>Introduction</u> <u>Preparation</u> <u>Enhancement</u>					
	<b>SCOPE</b>	<u>Survey</u> <u>Process</u> <u>Focus (if underlined, see Topic, Tasks, etc.)</u>					
	<b>REALM</b>	<u>Generic</u> <u>Civil Works</u> <u>Military</u> <u>HTRW/Environment</u>					
	<b>FIRST</b>	<i>No prerequisites</i>					
	<b>TOPIC</b>	<u>People/Relational</u>		<u>Process/Informational</u>			
	<b>TASKS</b>	<u>Lead</u>		<u>Plan</u> <u>Organize</u> <u>Monitor</u> <u>Control</u>			
	<b>PMBOK (PMI)</b>	<u>Scope</u>	<u>Cost</u>	<u>Time</u>	<u>Human Resource</u>		
		<u>Quality</u>	<u>Risk</u>	<u>Contract</u>	<u>Communication</u>		
	<b>METHOD</b>	<u>Lecture</u>	<u>Seminar</u>	<u>Workshop</u>	<u>Video</u>		
	<b>MEDIUM</b>	<u>Cases</u>	<u>Simulation (w/ computer)</u>		<u>Project</u>		
	<b>LENGTH</b>	<i>3 days</i>					
	<b>LOCALE</b>	<u>Local</u>	<u>Regional</u>	<u>Central</u>			
	<b>PLACES</b>	<i>11 places around the country</i>					
	<b>OFFERS</b>	<i>15-20 times per year</i>					
	<b>SERIES</b>	<i>AMA Project Management Curriculum</i>					
	<b>SOURCE</b>	<i>American Mgmt Association</i>		<i>Contact: no particular</i>			
		<i>135 West 50th Street</i>		<i>Phone: 800/262-9699</i>			
		<i>New York, NY 10020-1201</i>					
	<b>PRICE</b>	<i>\$1,490 per student, \$1,295 if member, groups less</i>					
	<b>ABOUT</b>	<i>Focuses on working effectively in a team environment. Specifically, stresses the people aspects of project management, emphasizing project and team leadership. Based on the idea that project success is determined more by teamwork than by individual technical skill. Covers team building, responsibility w/o authority, power, conflicting priorities, and organizational issues.</i>					
	<b>RATING</b>	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>		
					<i>Poor</i>		

THIS FILE (PFL-11) WAS UPDATED  
September 1995

# PROJECT MANAGEMENT TRAINING COURSE

<b>P R E P A R A T I O N</b>  <b>F O C U S</b>  <b>L E A D E R S H I P</b>	<b>TITLE</b>	Project Team Leadership									
	<b>LEVEL</b>	Introduction	<u>Preparation</u>	<u>Enhancement</u>							
	<b>SCOPE</b>	Survey	Process	<u>Focus (if underlined, see Topic, Tasks, etc.)</u>							
	<b>REALM</b>	<u>Generic</u>	Civil Works	Military	<u>HTRW/Environment</u>						
	<b>FIRST</b>	No prerequisites									
	<b>TOPIC</b>	<u>People/Relational</u>	<u>Process/Informational</u>		<u>Monitor</u>						
	<b>TASKS</b>	<u>Lead</u>	Plan	Organize	Control						
	<b>PMBOK (PMI)</b>	Scope	Cost	Time	<u>Human Resource</u>						
		Quality	Risk	Contract	<u>Communication</u>						
	<b>METHOD</b>	<u>Lecture</u>	<u>Seminar</u>	<u>Workshop</u>	<u>Video</u>						
	<b>MEDIUM</b>	<u>Cases</u>	<u>Simulation</u>	(w/ computer)	<u>Project</u>						
	<b>LENGTH</b>	2-4 days, usually 3, customized for client									
	<b>LOCALE</b>	Local	Regional	<u>Central</u>							
	<b>PLACES</b>	Arranged with client									
	<b>OFFERS</b>	Based on demand									
	<b>SOURCE</b>	Stanley E. Portny & Assoc 44 Dorison Drive Short Hills, NJ 07078		Contact: Donna Portny	Phone: 201/376-8887						
	<b>PRICE</b>	\$9,640 for up to 20 students for 3 days (\$432 per student), varies with course length									
	<b>ABOUT</b>	Objectives: to define "leadership"; study successful leaders; explore how leadership can lead to project team success; and determine students' leadership style and how to improve it. Topics include: how to lead effectively; leader motives and traits; knowledge requirements; interpersonal relations; communication; motivating others; personal leadership development plans.									
	<b>RATING</b>	Excellent	Good	Average	Fair	Poor					

THIS FILE (PFL-12) WAS UPDATED  
September 1995

# PROJECT MANAGEMENT TRAINING COURSE

						P R E P A R A T I O N			
TITLE	<i>Building an Effective Project Team</i>								
LEVEL SCOPE REALM	Introduction <u>Preparation</u> Enhancement Survey      Process <u>Focus</u> (if underlined, see Topic, Tasks, etc.) <u>Generic</u> Civil Works      Military      HTRW/Environment								
FIRST	No prerequisites								
TOPIC TASKS PMBOK (PMI)	<u>People/Relational</u> <u>Process/Informational</u> <u>Lead</u> Plan Organize Monitor Control Scope      Cost      Time <u>Human Resource</u> Quality      Risk      Contract <u>Communication</u>								
METHOD MEDIUM	<u>Lecture</u> Seminar <u>Workshop</u> Video <u>Cases</u> Simulation (w/ computer) <u>Project</u>								
LENGTH LOCALE PLACES OFFERS SERIES	2-4 days, usually 3, customized for client <u>Local</u> Regional      Central Arranged with client Based on demand								
SOURCE	Stanley E. Portny & Assoc 44 Dorison Drive Short Hills, NJ 07078			Contact: Donna Portny Phone: 201/376-8887					
PRICE	\$9,640 for up to 20 students for 3 days (\$432 per student), varies with course length								
ABOUT	Objectives: to explore the elements of a successful project team; define team roles; and learn important team building skills. Topics include: team development; project management overview; member roles and responsibilities; personal operating style; interpersonal relations; communication; conflict management and resolution; and ongoing leadership.								
RATING	Excellent      Good      Average      Fair      Poor								

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# PROJECT MANAGEMENT TRAINING COURSE

<b>TITLE</b>	<i>Managers as Facilitators: Enabling Empowerment</i>									
<b>LEVEL</b> <b>SCOPE</b> <b>REALM</b>	<u>Introduction</u> <u>Survey</u> <u>Generic</u>	<u>Preparation</u> <u>Process</u> <u>Civil Works</u>	<u>Enhancement</u> <u>Focus (if underlined, see Topic, Tasks, etc.)</u> <u>Military</u>	<u>HTRW/Environment</u>						
<b>FIRST</b>	<i>No prerequisites</i>									
<b>TOPIC</b> <b>TASKS</b> <b>PMBOK</b> <b>(PMI)</b>	<u>People/Relational</u> <u>Lead</u> <u>Scope</u> <u>Quality</u>									
	<u>Process/Informational</u> <u>Plan Organize</u> <u>Time</u> <u>Contract</u>									
	<u>Monitor</u> <u>Control</u> <u>Human Resource</u> <u>Communication</u>									
<b>METHOD</b> <b>MEDIUM</b>	<u>Lecture</u> <u>Cases</u>	<u>Seminar</u> <u>Simulation</u>	<u>Workshop</u> <u>(w/ computer)</u>	<u>Video</u> <u>Project</u>						
<b>LENGTH</b> <b>LOCALE</b> <b>PLACES</b> <b>OFFERS</b> <b>SERIES</b>	<i>4 hours</i> <u>Local</u> <u>Regional</u> <u>On-site</u> <u>Central</u>  <u>Based on demand</u>									
<b>SOURCE</b>	<i>William M. Hayden, Jr.</i> <i>3063 Hartley Rd, Suite 4</i> <i>Jacksonville, FL 32257</i>		<i>Contact: Mr. Hayden</i> <i>Phone: 904/260-7700</i>							
<b>PRICE</b>	<i>\$1,500 per class of up to 30 students</i>									
<b>ABOUT</b>	<i>Learn how to link leadership and empowerment with facilitative skills. Focuses on the important role of the "facilitative leader" who must balance content and process while building consensus. Objectives: increasing sensitivity to individual differences; developing skills in resolving conflicts and providing feedback; and learning the skills for managing the meeting process.</i>									
<b>RATING</b>	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>	<i>Poor</i>					

THIS FILE (PFL-14) WAS UPDATED  
September 1995

# PROJECT MANAGEMENT TRAINING COURSE

<b>TITLE</b>	<b>Architect-Engineer (A-E) Contracting (PROSPECT 004)</b>									
<b>LEVEL</b> <b>SCOPE</b> <b>REALM</b>	<i>Introduction</i> <u>Survey</u> <u>Generic</u>	<i>Preparation</i> <u>Process</u> <u>Civil Works</u>	<i>Enhancement</i> <u>Focus</u> (if underlined, see Topic, Tasks, etc.) <u>Military</u>		<u>HTRW/Environment</u>					
<b>FIRST</b>	<i>No prerequisites</i>									
<b>TOPIC</b> <b>TASKS</b> <b>PMBOK</b> <b>(PMT)</b>	<i>People/Relational</i> Lead Scope Quality	<i>Process/Informational</i> <u>Plan</u> Organize <u>Time</u> <u>Contract</u>	<u>Monitor</u>	Control	<i>Human Resource</i> <i>Communication</i>					
<b>METHOD</b> <b>MEDIUM</b>	<u>Lecture</u> Cases	<u>Seminar</u> <u>Simulation</u>	<u>Workshop</u> (w/ computer)	<i>Video</i> <i>Project</i>						
<b>LENGTH</b> <b>LOCALE</b> <b>PLACES</b> <b>OFFERS</b> <b>SERIES</b>	<i>5 days</i> Local <u>Regional</u> Central Huntsville, Northeastern, Central & Western Regions 7 times per year									
<b>SOURCE</b>	<i>Huntsville Division</i> P.O. Box 1600 Huntsville, AL 35807-4301		<i>Contact: Ms. Halbrooks</i> <i>Phone: 205/722-5886</i>							
<b>PRICE</b>	<i>\$380 per student</i>									
<b>ABOUT</b>	<i>For personnel responsible for A-E contract procurement, or the supervision and administration of A-E contracts. A concentrated look at all aspects of A-E contracting from contract authorization to close-out. Covers acquisition laws and regs, selection, cost principles and estimates, negotiation, contract administration, contractor liability, and performance evaluations.</i>									
<b>RATING</b>	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>	<i>Poor</i>					

THIS FILE (PFM-01) WAS UPDATED  
September 1995

# PROJECT MANAGEMENT TRAINING COURSE

<b>TITLE</b>	<i>Network Analysis Systems (PROSPECT 080)</i>								
<b>LEVEL</b> <b>SCOPE</b> <b>REALM</b>	Introduction Survey <u>Generic</u>	Process Civil Works	<u>Preparation</u> <u>Focus (if underlined, see Topic, Tasks, etc.)</u>	Enhancement Military	HTRW/Environment				
<b>FIRST</b>	No prerequisites								
<b>TOPIC</b> <b>TASKS</b> <b>PMBOK</b> <b>(PMI)</b>	People/Relational Lead Scope Quality	Cost Risk	Process/Informational <u>Plan</u> <u>Organize</u> <u>Monitor</u> <u>Control</u> Time Contract	Human Resource Communication					
<b>METHOD</b> <b>MEDIUM</b>	Lecture <u>Cases</u>	Seminar Simulation	<u>Workshop</u> (w/ computer)	Video Project					
<b>LENGTH</b> <b>LOCALE</b> <b>PLACES</b> <b>OFFERS</b> <b>SERIES</b>	5 days Local Huntsville, Western, Central and Northeastern Regions 5 times per year Corps Project Management Series	Regional Central							
<b>SOURCE</b>	Huntsville Division P.O. Box 1600 Huntsville, AL 35807-4301	Contact: Ms Halbrooks Phone: 205/722-5886							
<b>PRICE</b>	\$330 per student								
<b>ABOUT</b>	The scheduling technique covered is useful on any complicated project. Provides an introduction to basic network scheduling and manual and computer analysis in both original schedules and progress updates. Examples are oriented toward construction. Covers logic development and basic diagramming techniques; uses of the diagram; determination of payment and progress; effects of stoppages, materials delivery, and revisions.								
<b>RATING</b>	Excellent	Good	Average	Fair	Poor				

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# PROJECT MANAGEMENT TRAINING COURSE

<b>TITLE</b>	<i>Cost Estimating Basics (PROSPECT 181)</i>					
<b>LEVEL</b> <b>SCOPE</b> <b>REALM</b>	Introduction Survey <u>Generic</u>	<u>Preparation</u> Process <u>Civil Works</u>	<u>Enhancement</u> <u>Focus (if underlined, see Topic, Tasks, etc.)</u> <u>Military</u> <u>HTRW/Environment</u>			
<b>FIRST</b>	<i>No prerequisites</i>					
<b>TOPIC</b> <b>TASKS</b> <b>PMBOK</b> <b>(PMI)</b>	People/Relational Lead Scope Quality	<u>Process/Informational</u> <u>Plan</u> Organize Time Contract	Monitor Human Resource Communication	Control		
<b>METHOD</b> <b>MEDIUM</b>	<u>Lecture</u> Cases	<u>Seminar</u> Simulation	<u>Workshop</u> (w/ computer)	Video Project		
<b>LENGTH</b> <b>LOCALE</b> <b>PLACES</b> <b>OFFERS</b> <b>SERIES</b>	5 days Local Western, and Northeastern Regions 2 times per year Corps Project Management Series	<u>Central</u>				
<b>SOURCE</b>	Huntsville Division P.O. Box 1600 Huntsville, AL 35807-4301	Contact: Ms Halbrooks Phone: 205/722-5886				
<b>PRICE</b>	\$665 per student					
<b>ABOUT</b>	<p>Provides training in cost estimating fundamentals for military, civil works, HTRW, and other projects. A non-computer-based course designed to teach cost estimate preparation and the identification and classification of costs associated with projects. Topics include: organizational structure; regulations; estimating quantities; labor costs; equipment costs; indirect costs; unit pricing; cost escalation and contingencies.</p>					
<b>RATING</b>	Excellent	Good	Average	Fair		
	Poor					

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# PROJECT MANAGEMENT TRAINING COURSE

<b>P R E P A R A T I O N</b>	<b>TITLE</b> <i>Budget Training Course for Corps Employees (PROSPECT 254)</i>						
	<b>LEVEL</b> <b>SCOPE</b> <b>REALM</b>	<i>Introduction Survey Generic</i>	<i>Preparation Focus</i> ( <i>if underlined, see Topic, Tasks, etc.</i> ) <i>Civil Works</i>	<i>Enhancement</i> <i>Military</i>	<i>HTRW/Environment</i>		
	<b>FIRST</b>	<i>GS-9</i>					
	<b>TOPIC</b> <b>TASKS</b> <b>PMBOK</b> <b>(PMT)</b>	<i>People/Relational Lead Scope Quality</i>	<i>Process/Informational Plan Organize Time Contract</i>	<i>Monitor Control Human Resource Communication</i>			
	<b>METHOD</b> <b>MEDIUM</b>	<i>Lecture Cases</i>	<i>Seminar Simulation (w/ computer)</i>	<i>Workshop</i>	<i>Video Project</i>		
	<b>LENGTH</b> <b>LOCALE</b> <b>PLACES</b> <b>OFFERS</b> <b>SERIES</b>	<i>5 days</i> <i>Local Regional Huntsville, St Louis, and Baltimore</i> <i>Central</i> <i>3 times per year</i> <i>Corps Project Management Series</i>					
	<b>SOURCE</b>	<i>Huntsville Division P.O. Box 1600 Huntsville, AL 35807-4301</i>		<i>Contact: Ms Halbrooks Phone: 205/722-5886</i>			
	<b>PRICE</b>	<i>\$625 per student</i>					
	<b>ABOUT</b>	<i>Provides framework and knowledge of the federal budget process with emphasis on the Corps. Describes program and budget activities at all levels, and how they interrelate with Army, DOD, OMB, and Congress. Structured around the Division workload. Topics include: operating budgets; military and civil works programs/budgeting; budget execution; and statutory limitations.</i>					
<b>F O C U S</b>	<b>RATING</b>	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>		
					<i>Poor</i>		
<b>THIS FILE (PFM-04) WAS UPDATED</b> <i>September 1995</i>							
<b>M A N A G E M E N T</b>							

# PROJECT MANAGEMENT TRAINING COURSE

<b>P R E P A R A T I O N</b>										
<b>TITLE</b>	<i>AMPRS and PROMIS for Managers (PROSPECT 307)</i>									
<b>LEVEL</b>	<u>Introduction</u> <u>Preparation</u> <u>Enhancement</u>									
<b>SCOPE</b>	<u>Survey</u>	<u>Process</u>	<u>Focus (if underlined, see Topic, Tasks, etc.)</u>							
<b>REALM</b>	<u>Generic</u>	<u>Civil Works</u>	<u>Military</u>	<u>HTRW/Environment</u>						
<b>FIRST</b>	<i>No prerequisites</i>									
<b>TOPIC</b>	<u>People/Relational</u>	<u>Process/Informational</u>								
<b>TASKS</b>	<u>Lead</u>	<u>Plan</u>	<u>Organize</u>	<u>Monitor</u>	<u>Control</u>					
<b>PMBOK (PMI)</b>	<u>Scope</u>	<u>Cost</u>	<u>Time</u>	<u>Human Resource</u>						
	<u>Quality</u>	<u>Risk</u>	<u>Contract</u>	<u>Communication</u>						
<b>METHOD</b>	<u>Lecture</u>	<u>Seminar</u>	<u>Workshop</u>	<u>Video</u>						
<b>MEDIUM</b>	<u>Cases</u>	<u>Simulation</u>	<u>(w/ computer)</u>	<u>Project</u>						
<b>LENGTH</b>	<i>4 days</i>									
<b>LOCALE</b>	<u>Local</u>	<u>Regional</u>	<u>Central</u>							
<b>PLACES</b>	<i>Huntsville</i>									
<b>OFFERS</b>	<i>2 times per year</i>									
<b>SERIES</b>										
<b>SOURCE</b>	<i>Huntsville Division P.O. Box 1600 Huntsville, AL 35807-4301</i>			<i>Contact: Ms Halbrooks</i>						
				<i>Phone: 205/722-5886</i>						
<b>PRICE</b>	<i>\$980 per student</i>									
<b>ABOUT</b>	<i>Provides an overview for managers who use or intend to use either PROMIS or AMPRS: how each system is structured and used, and what information is available. Major topics include: structure, data items, upward reporting, and system use for both AMPRS and PROMIS; types of projects and project phases in each system; and what information is available from each system and how it may be used for management.</i>									
<b>RATING</b>	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>	<i>Poor</i>					
<b>F O C U S</b>										
<b>M A N A G E M E N T</b>										

THIS FILE (PFM-05) WAS UPDATED  
September 1995

# PROJECT MANAGEMENT TRAINING COURSE

<b>TITLE</b>	<i>PCA/Finance Plan Development (PROSPECT 315)</i>						
<b>LEVEL</b> <b>SCOPE</b> <b>REALM</b>	<i>Introduction</i> <u><i>Preparation</i></u> <i>Enhancement</i> <i>Survey</i> <i>Process</i> <u><i>Focus (if underlined, see Topic, Tasks, etc.)</i></u> <i>Generic</i> <u><i>Civil Works</i></u> <i>Military</i> <i>HTRW/Environment</i>						
<b>FIRST</b>	<i>No prerequisites</i>						
<b>TOPIC</b> <b>TASKS</b> <b>PMBOK</b> <b>(PMI)</b>	<i>People/Relational</i> <u><i>Process/Informational</i></u> <i>Lead</i> <u><i>Plan</i></u> <i>Organize</i> <u><i>Monitor</i></u> <u><i>Control</i></u> <i>Scope</i> <u><i>Cost</i></u> <u><i>Time</i></u> <i>Human Resource</i> <i>Quality</i> <u><i>Risk</i></u> <i>Contract</i> <i>Communication</i>						
<b>METHOD</b> <b>MEDIUM</b>	<u><i>Lecture</i></u> <i>Seminar</i> <i>Workshop</i> <i>Video</i> <u><i>Cases</i></u> <i>Simulation (w/ computer)</i> <i>Project</i>						
<b>LENGTH</b> <b>LOCALE</b> <b>PLACES</b> <b>OFFERS</b> <b>SERIES</b>	<i>3 days</i> <i>Local</i> <i>Regional</i> <u><i>Central</i></u> <i>St Paul, MN</i> <i>1 time per year</i>						
<b>SOURCE</b>	<i>Huntsville Division</i> <i>P.O. Box 1600</i> <i>Huntsville, AL 35807-4301</i>			<i>Contact: Ms Halbrooks</i> <i>Phone: 205/722-5886</i>			
<b>PRICE</b>	<i>\$850 per student</i>						
<b>ABOUT</b>	<i>Provides participants with the basic knowledge, skills, and abilities needed to develop PCA packages and to conduct financial analyses. Topics include: policy for new start/local cooperation agreement process; non-federal financing considerations; program management and implementation procedures and applications; budgeting, funding, and construction scheduling.</i>						
<b>RATING</b>	<i>Excellent</i> <i>Good</i> <i>Average</i> <i>Fair</i> <i>Poor</i>						

*THIS FILE (PFM-06) WAS UPDATED*

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# PROJECT MANAGEMENT TRAINING COURSE

<b>P R E P A R A T I O N</b>  <b>F O C U S</b>  <b>M A N A G E M E N T</b>	<b>Construction Contract Administration (PROSPECT 366)</b>				
	<b>LEVEL</b>	Introduction	<u>Preparation</u>	Enhancement	
	<b>SCOPE</b>	Survey	<u>Process</u>	<u>Focus</u> (if underlined, see Topic, Tasks, etc.)	
	<b>REALM</b>	<u>Generic</u>	Civil Works	<u>Military</u>	HTRW/Environment
	<b>FIRST</b>	No prerequisites			
	<b>TOPIC</b>	People/Relational	<u>Process/Informational</u>		
	<b>TASKS</b>	Lead	<u>Plan</u>	Organize	<u>Monitor</u>
	<b>PMBOK</b>	Scope	Time	Control	
	<b>(PMT)</b>	Cost	<u>Contract</u>	Human Resource Communication	
	<b>METHOD</b>	<u>Lecture</u>	<u>Seminar</u>	<u>Workshop</u>	<u>Video</u>
	<b>MEDIUM</b>	<u>Cases</u>	<u>Simulation</u> (w/ computer)	<u>Project</u>	
	<b>LENGTH</b>	5 days			
	<b>LOCALE</b>	Local	<u>Regional</u>	Central	
	<b>PLACES</b>	Huntsville, North- & South-eastern, Central, Western			
	<b>OFFERS</b>	6 time per year			
	<b>SERIES</b>	Corps Project Management Series			
	<b>SOURCE</b>	Huntsville Division P.O. Box 1600 Huntsville, AL 35807-4301		Contact: Ms Halbrooks	Phone: 205/722-5886
	<b>PRICE</b>	\$495 per student			
	<b>ABOUT</b>	Provides a basic overview of the DOD acquisition process as it relates to construction contracts. It develops the typical procedures and responsibilities required to administer a fixed-price construction contract -- the FAR acquisition process and construction management functions in a typical field office.			
	<b>RATING</b>	Excellent	Good	Average	Fair
					Poor

THIS FILE (PFM-07) WAS UPDATED  
September 1995

# PROJECT MANAGEMENT TRAINING COURSE

					P R E P A R A T I O N
<b>TITLE</b>	<i>Quality Service to the Public/Service Excellence</i>				
<b>LEVEL</b> <b>SCOPE</b> <b>REALM</b>	Introduction <u>Preparation</u> Enhancement Survey      Process <u>Focus</u> (if underlined, see Topic, Tasks, etc.) Generic      Civil Works      Military      HTRW/Environment				
<b>FIRST</b>	<i>No prerequisites</i>				
<b>TOPIC</b> <b>TASKS</b> <b>PMBOK</b> <b>(PMI)</b>	<u>People/Relational</u> <u>Process/Informational</u> <u>Lead</u> Plan Organize Monitor Control Scope      Cost      Time <u>Human Resource</u> <u>Quality</u> Risk      Contract <u>Communication</u>				
<b>METHOD</b> <b>MEDIUM</b>	Lecture      Seminar <u>Workshop</u> Video Cases      Simulation (w/ computer) <u>Project</u>				
<b>LENGTH</b> <b>LOCALE</b> <b>PLACES</b> <b>OFFERS</b> <b>SERIES</b>	1-2 days Local <u>Regional</u> Central Area Service Centers Varies by Center				
<b>SOURCE</b>	Office of Personnel Mgmt      Contact: no particular Washington DC Training Cntr      Phone: 703/312-7300 1400 Wilson Blvd, Suite 1000 Arlington, VA 22209-2312				
<b>PRICE</b>	\$335 per student				
<b>ABOUT</b>	<i>Introduces the cornerstone concepts of service quality. Assists student in developing a professional office image. Activities include: identifying customer needs and expectations; practicing techniques leading to customer satisfaction; analyzing strengths and weaknesses within one's organization.</i>				
<b>RATING</b>	Excellent      Good      Average      Fair      Poor				

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# PROJECT MANAGEMENT TRAINING COURSE

<b>TITLE</b>	<i>Constructive Conflict Resolution/Conflict Management</i>				
<b>LEVEL</b> <b>SCOPE</b> <b>REALM</b>	<i>Introduction Survey</i>	<i>Preparation Process</i>	<i>Enhancement Focus (if underlined, see Topic, Tasks, etc.)</i>		
<b>FIRST</b>	<i>No prerequisites</i>				
<b>TOPIC</b> <b>TASKS</b> <b>PMBOK (PMI)</b>	<u>People/Relational</u> <u>Lead</u> Scope      Cost Quality      Risk				
<b>METHOD</b> <b>MEDIUM</b>	<u>Lecture</u> Cases      Seminar <u>Simulation</u> (w/ computer) <u>Workshop</u> <u>Video</u> <u>Project</u>				
<b>LENGTH</b> <b>LOCALE</b> <b>PLACES</b> <b>OFFERS</b> <b>SERIES</b>	2-3 days Local <u>Regional</u> Area Service Centers Varies by Center				
<b>SOURCE</b>	<i>Office of Personnel Mgmt</i> <i>Washington DC Training Cntr</i> <i>1400 Wilson Blvd, Suite 1000</i> <i>Arlington, VA 22209-2312</i>				
<b>PRICE</b>	<i>\$420 per student</i>				
<b>ABOUT</b>	<i>In general, provides techniques to manage organizational conflict. Topics include: cooperative working relationships; conflict resolution skills; causes of conflict; verbal and non-verbal communication for conflict; and constructive expression of feelings and beliefs.</i>				
<b>RATING</b>	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>	<i>Poor</i>

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September 1995

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# PROJECT MANAGEMENT TRAINING COURSE

<b>TITLE</b>	<i>Assertiveness Skills for Supervisors and Managers</i>				
<b>LEVEL</b> <b>SCOPE</b> <b>REALM</b>	<i>Introduction</i> <u><i>Preparation</i></u> <i>Enhancement</i> <i>Survey</i> <i>Process</i> <i>Focus (if underlined, see Topic, Tasks, etc.)</i> <u><i>Generic</i></u> <i>Civil Works</i> <i>Military</i> <i>HTRW/Environment</i>				
<b>FIRST</b>	<i>No prerequisites</i>				
<b>TOPIC</b> <b>TASKS</b> <b>PMBOK</b> <b>(PMI)</b>	<u><i>People/Relational</i></u> <i>Process/Informational</i> <u><i>Lead</i></u> <i>Plan Organize</i> <i>Monitor</i> <i>Control</i> <i>Scope</i> <i>Cost</i> <i>Time</i> <u><i>Human Resource</i></u> <i>Quality</i> <i>Risk</i> <i>Contract</i> <u><i>Communication</i></u>				
<b>METHOD</b> <b>MEDIUM</b>	<u><i>Lecture</i></u> <i>Seminar</i> <i>Workshop</i> <u><i>Video</i></u> <i>Cases</i> <i>Simulation (w/ computer)</i> <u><i>Project</i></u>				
<b>LENGTH</b> <b>LOCALE</b> <b>PLACES</b> <b>OFFERS</b> <b>SERIES</b>	<i>2 days</i> <i>Local</i> <u><i>Regional</i></u> <i>Central</i> <i>Area Service Centers</i> <i>Varies by Center</i>				
<b>SOURCE</b>	<i>Office of Personnel Mgmt</i> <i>Contact: no particular</i> <i>Washington DC Training Cntr</i> <i>Phone: 703/312-7300</i> <i>1400 Wilson Blvd, Suite 1000</i> <i>Arlington, VA 22209-2312</i>				
<b>PRICE</b>	<i>\$335 per student</i>				
<b>ABOUT</b>	<i>Teaches skills that will assist in expressing oneself effectively. Persuasive communication, providing feedback, mediating conflicts, handling daily pressures, maintaining relationships with people. Recognition and practice of assertiveness skills.</i>				
<b>RATING</b>	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>	<i>Poor</i>

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September 1995

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# PROJECT MANAGEMENT TRAINING COURSE

<b>P R E P A R A T I O N</b>  <b>F O C U S</b>  <b>M A N A G E M E N T</b>	<b>TITLE</b>	<i>Making Meetings Work/Planning and Managing Meetings</i>					
	<b>LEVEL</b>	Introduction	<u>Preparation</u>	<u>Enhancement</u>			
	<b>SCOPE</b>	Survey	Process	<u>Focus (if underlined, see Topic, Tasks, etc.)</u>			
	<b>REALM</b>	<u>Generic</u>	Civil Works	Military	HTRW/Environment		
	<b>FIRST</b>	<i>No prerequisites</i>					
	<b>TOPIC</b>	<u>People/Relational</u>	<u>Process/Informational</u>				
	<b>TASKS</b>	<u>Lead</u>	Plan	Organize	Monitor		
	<b>PMBOK (PMI)</b>	Scope	Cost	Time	Control		
		Quality	Risk	Contract	<u>Human Resource</u> <u>Communication</u>		
	<b>METHOD</b>	<u>Lecture</u>	<u>Seminar</u>	<u>Workshop</u>	<u>Video</u>		
	<b>MEDIUM</b>	Cases	<u>Simulation</u> (w/ computer)		<u>Project</u>		
	<b>LENGTH</b>	<i>2-3 days</i>					
	<b>LOCALE</b>	Local	<u>Regional</u>	<u>Central</u>			
	<b>PLACES</b>	<i>Area Service Centers</i>					
	<b>OFFERS</b>	<i>Varies by Center</i>					
	<b>SERIES</b>						
	<b>SOURCE</b>	<i>Office of Personnel Mgmt</i>		<u>Contact:</u>	<u>no particular</u>		
		<i>Washington DC Training Cntr</i>		<u>Phone:</u>	<u>703/312-7300</u>		
		<i>1400 Wilson Blvd, Suite 1000</i>					
		<i>Arlington, VA 22209-2312</i>					
	<b>PRICE</b>	<i>\$420 per student</i>					
	<b>ABOUT</b>	<i>Helps plan a practical agenda, keep meetings on time, increase participation, and move the group to consensus. Helps meeting members create a positive atmosphere, make suggestions, and work productively to reach decisions. Skills are developed to overcome hostility and negativity. Participants are videotaped conducting a meeting, for self-evaluation.</i>					
	<b>RATING</b>	Excellent	Good	Average	Fair		
					Poor		

**THIS FILE (PFM-11) WAS UPDATED**  
September 1995

# PROJECT MANAGEMENT TRAINING COURSE

<b>TITLE</b>	<i>Project Management: Planning, Scheduling, and Control Techniques</i>				
<b>LEVEL</b>	<i>Introduction</i>	<i>Preparation</i>	<i>Enhancement</i>		
<b>SCOPE</b>	<u>Survey</u>	<u>Process</u>	<u>Focus</u> (if <u>underlined</u> , see <b>Topic</b> , <b>Tasks</b> , etc.)		
<b>REALM</b>	<u>Generic</u>	<u>Civil Works</u>	<u>Military</u>	<u>HTRW/Environment</u>	
<b>FIRST</b>	<i>No prerequisites</i>				
<b>TOPIC</b>	<i>People/Relational</i>	<i>Process/Informational</i>			
<b>TASKS</b>	<i>Lead</i>	<i>Plan</i>	<i>Organize</i>	<i>Monitor</i>	<i>Control</i>
<b>PMBOK (PMI)</b>	<i>Scope</i>	<i>Cost</i>	<i>Time</i>	<i>Human Resource</i>	
	<i>Quality</i>	<i>Risk</i>	<i>Contract</i>	<i>Communication</i>	
<b>METHOD</b>	<u>Lecture</u>	<u>Seminar</u>	<u>Workshop</u>	<u>Video</u>	
<b>MEDIUM</b>	<i>Cases</i>	<i>Simulation</i>	(w/ computer)	<i>Project</i>	
<b>LENGTH</b>	<i>5 days</i>				
<b>LOCALE</b>	<i>Local</i>	<u>Regional</u>	<i>Central</i>		
<b>PLACES</b>	<i>OPM Area Service Centers/Regional Offices</i>				
<b>OFFERS</b>	<i>Varies by area</i>				
<b>SOURCE</b>	<i>US OPM</i> <i>Washington Training Center</i> <i>1400 Wilson Blvd. Suite 200</i> <i>Arlington, VA 22209-2312</i>			<i>Contact: no particular</i>	
				<i>Phone: 703-312-7300</i>	
<b>PRICE</b>	<i>\$360 per student</i>				
<b>ABOUT</b>	<i>Teaches how to organize and manage a project. Topics include project cycles; management approaches; scheduling and work breakdown structure; baselines; controlling schedules and costs; reporting; computer software.</i>				
<b>RATING</b>	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>	<i>Poor</i>

THIS FILE (PFM-12) WAS UPDATED  
September 1995

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# PROJECT MANAGEMENT TRAINING COURSE

					P R E P A R A T I O N					
<b>TITLE</b>	<i>Strategic Project Planning</i>									
<b>LEVEL</b>	<i>Introduction</i>	<i>Preparation</i>	<i>Enhancement</i>							
<b>SCOPE</b>	<i>Survey</i>	<i>Process</i>	<i><u>Focus</u> (if underlined, see Topic, Tasks, etc.)</i>							
<b>REALM</b>	<i>Generic</i>	<i>Civil Works</i>	<i>Military</i>	<i>HTRW/Environment</i>						
<b>FIRST</b>	<i>No prerequisites</i>									
<b>TOPIC</b>	<i>People/Relational</i>	<i><u>Process/Informational</u></i>								
<b>TASKS</b>	<i>Lead</i>	<i>Plan</i>	<i>Organize</i>	<i>Monitor</i>	<i>Control</i>					
<b>PMBOK (PMI)</b>	<i>Scope</i>	<i>Cost</i>	<i>Time</i>	<i><u>Human Resource</u></i>						
<b>Quality</b>	<i>Risk</i>	<i>Contract</i>		<i>Communication</i>						
<b>METHOD</b>	<i>Lecture</i>	<i>Seminar</i>	<i>Workshop</i>	<i>Video</i>						
<b>MEDIUM</b>	<i>Cases</i>	<i>Simulation</i>	<i>(w/ computer)</i>	<i>Project</i>						
<b>LENGTH</b>	<i>2 days</i>									
<b>LOCALE</b>	<i>Local</i>	<i>Regional</i>	<i>Central</i>							
<b>PLACES</b>	<i>Houston; New Brunswick, NJ; or arranged with client</i>									
<b>OFFERS</b>	<i>4 times per year, or as needed</i>									
<b>SERIES</b>										
<b>SOURCE</b>	<i>Center for Professional Advancement</i>		<i>Contact: no particular Phone: 908/613-4500</i>							
	<i>P.O. Box 964</i>									
	<i>East Brunswick, NJ 08816-0964</i>									
<b>PRICE</b>	<i>\$825 per student</i>									
<b>ABOUT</b>	<i>Presents an effective process for Project Execution Planning. Introduces Project Execution Plan (PEP), their software package. Participants develop PEP elements: Project Charter (goals, objectives, scope), Project Planning Basis (risk, organization, contract, milestones), Strategic Plan for Control (cost, schedule, quality, environment, safety, design, materials, construction/operations, special factors).</i>									
<b>RATING</b>	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>	<i>Poor</i>					
<i>THIS FILE (PFM-13) WAS UPDATED September 1995</i>										
<b>MANAGEMENT</b>										

# PROJECT MANAGEMENT TRAINING COURSE

					P R E P A R A T I O N					
<b>TITLE</b>	<i>Risk Analysis and Management</i>									
<b>LEVEL</b>	<u>Introduction</u>									
<b>SCOPE</b>	<u>Preparation</u>									
<b>REALM</b>	<u>Enhancement</u> <u>Survey</u> <u>Process</u> <u>Focus</u> (if underlined, see Topic, Tasks, etc.) <u>Generic</u> <u>Civil Works</u> <u>Military</u> <u>HTRW/Environment</u>									
<b>FIRST</b>	<i>No prerequisites</i>									
<b>TOPIC</b>	<u>People/Relational</u>									
<b>TASKS</b>	<u>Lead</u>									
<b>PMBOK (PMI)</b>	<u>Scope</u>	<u>Cost</u>	<u>Time</u>	<u>Monitor</u>	<u>Control</u>					
	<u>Quality</u>	<u>Risk</u>	<u>Contract</u>	<u>Human Resource</u> <u>Communication</u>						
<b>METHOD</b>	<u>Lecture</u>	<u>Seminar</u>	<u>Workshop</u>	<u>Video</u>						
<b>MEDIUM</b>	<u>Cases</u>	<u>Simulation</u> (w/ computer)		<u>Project</u>						
<b>LENGTH</b>	<i>3 days</i>									
<b>LOCALE</b>	<i>Local</i>	<u>Regional</u>	<i>Central</i>							
<b>PLACES</b>	<i>San Diego, Washington, and others as announced</i>									
<b>OFFERS</b>	<i>6 times per year</i>									
<b>SERIES</b>	<i>AGU Program &amp; Project Mgmt Program (Master's)</i>									
<b>SOURCE</b>	<i>American Graduate University</i> <i>Contact: Paul McDonald</i> <i>733 North Dodsworth Ave</i> <i>Phone: 818/966-4576</i> <i>Colvina, CA 91724</i>									
<b>PRICE</b>	<i>\$695 per student</i>									
<b>ABOUT</b>	<i>Covers all aspects of risk mgmt: identification, assessment, handling, communication. A series of qualitative and quantitative tools are applied. 21 topics including: introduction to risk and risk management; qualitative and quantitative analysis; risk management implementation; cost, schedule, and technical risk analysis; managing risk; integrated risk analysis; communicating risk; and software tools.</i>									
<b>RATING</b>	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>	<i>Poor</i>					
<i>THIS FILE (PFM-14) WAS UPDATED September 1995</i>										

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# PROJECT MANAGEMENT TRAINING COURSE

<b>Project Performance Management Systems</b>										
<b>LEVEL</b>	Introduction	<u>Preparation</u>	<u>Enhancement</u>							
<b>SCOPE</b>	Survey	Process	<u>Focus</u> (if underlined, see <u>Topic</u> , <u>Tasks</u> , etc.)							
<b>REALM</b>	Generic	Civil Works	Military	<u>HTRW/Environment</u>						
<b>FIRST</b>	No prerequisites									
<b>TOPIC</b>	People/Relational	<u>Process/Informational</u>		<u>Monitor</u> <u>Control</u>						
<b>TASKS</b>	Lead	Plan	Organize	<u>Human Resource</u>						
<b>PMBOK (PMI)</b>	Scope <u>Cost</u>	<u>Time</u>	Contract	<u>Communication</u>						
<b>Quality</b>	Risk									
<b>METHOD</b>	<u>Lecture</u>	Seminar	Workshop	<u>Video</u>						
<b>MEDIUM</b>	<u>Cases</u>	Simulation	(w/ computer)	<u>Project</u>						
<b>LENGTH</b>	4 days									
<b>LOCALE</b>	Local	<u>Regional</u>	Central							
<b>PLACES</b>	Orlando, Las Vegas, and others as announced									
<b>OFFERS</b>	6 times per year									
<b>SERIES</b>	AGU Program & Project Mgmt Program (Master's)									
<b>SOURCE</b>	American Graduate University 733 North Dodsworth Ave Colvina, CA 91724		Contact: Paul McDonald	Phone: 818/966-4576						
<b>PRICE</b>	\$795 per student, \$695 for groups of 3 or more									
<b>ABOUT</b>	Covers all aspects of project performance management, emphasizing increased ability to complete projects on time, at or under budget, in compliance with performance requirements, and to the customer's satisfaction. Integrates performance management into the project management system. Covers 26 topics ranging from a performance measurement overview, to cost/control accounting, to implementing performance measurement.									
<b>RATING</b>	Excellent	Good	Average	Fair	Poor					

THIS FILE (PFM-15) WAS UPDATED

September 1995

## PREPARATION

FOCUS

# MANAGEMENT

# PROJECT MANAGEMENT TRAINING COURSE

<b>TITLE</b>	<i>Contracting and Procurement for Project and Technical Personnel</i>						
<b>LEVEL SCOPE REALM</b>	Introduction Survey <u>Generic</u>	Process Focus <u>Civil Works</u>	<u>Preparation</u> (if underlined, see Topic, Tasks, etc.)	Enhancement <u>Military</u>	<u>HTRW/Environment</u>		
<b>FIRST</b>	<i>No prerequisites</i>						
<b>TOPIC TASKS PMBOK (PMI)</b>	<i>People/Relational Lead Scope Quality</i> <i>Cost Risk</i> <i>Process/Informational Plan Organize Time Contract</i> <i>Monitor Human Resource Control Communication</i>						
<b>METHOD MEDIUM</b>	<u>Lecture Cases</u>	<u>Seminar Simulation</u>	<u>Workshop (w/ computer)</u>	<u>Video Project</u>			
<b>LENGTH LOCALE PLACES OFFERS SERIES</b>	<i>3 days Local   <u>Regional</u>   Central Washington, and others as announced 6 times per year AGU Program &amp; Project Mgmt Program (Master's)</i>						
<b>SOURCE</b>	<i>American Graduate University 733 North Dodsworth Ave Colvina, CA 91724</i> <i>Contact: Paul McDonald Phone: 818/966-4576</i>						
<b>PRICE</b>	<i>\$695 per student</i>						
<b>ABOUT</b>	<i>Explains contracting and procurement processes and the roles and responsibilities of people involved. Teaches proven methods for meeting requirements. Provides 1) a contracting overview, 2) review of management problems associated with contracts, 3) relevant laws, regulations and procedures, and 4) training in skills needed to solve contracting problems.</i>						
<b>RATING</b>	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>	<i>Poor</i>		

THIS FILE (PFM-16) WAS UPDATED  
September 1995

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# PROJECT MANAGEMENT TRAINING COURSE

					P R E P A R A T I O N
<b>TITLE</b>	<i>Project Scheduling Techniques</i>				
<b>LEVEL</b>	<i>Introduction</i>				
<b>SCOPE</b>	<i>Preparation</i>				
<b>REALM</b>	<i>Enhancement</i>				
<b>FIRST</b>	<i>Survey Process Focus (if underlined, see Topic, Tasks, etc.)</i>				
<b>TOPIC</b>	<i>Generic Civil Works Military HTRW/Environment</i>				
<b>TASKS</b>					
<b>PMBOK (PMI)</b>	<i>People/Relational Lead <u>Process</u> <u>Organize</u> <u>Monitor</u> <u>Control</u> Scope <u>Cost</u> <u>Time</u> <u>Human Resource</u> Quality <u>Risk</u> Contract Communication</i>				
<b>METHOD</b>	<u>Lecture</u>	<u>Seminar</u>	<u>Workshop</u>	<u>Video</u>	
<b>MEDIUM</b>	<u>Cases</u>	<u>Simulation</u> (w/ computer)		<u>Project</u>	
<b>LENGTH</b>	<i>3 days</i>				
<b>LOCALE</b>	<i>Local</i>	<i>Regional</i>	<i>Central</i>		
<b>PLACES</b>	<i>San Francisco, Washington, and others as announced</i>				
<b>OFFERS</b>	<i>6 times per year</i>				
<b>SERIES</b>	<i>AGU Program &amp; Project Mgmt Program (Master's)</i>				
<b>SOURCE</b>	<i>American Graduate University 733 North Dodsworth Ave Colvina, CA 91724</i>				
<b>CONTACT</b>	<i>Contact: Paul McDonald Phone: 818/966-4576</i>				
<b>PRICE</b>	<i>\$695 per student</i>				
<b>ABOUT</b>	<i>Covers in detail the array of scheduling tools and techniques with emphasis on Network Scheduling Techniques (CPM, PDM, PERT). Techniques such as Gantt charts, line of balance, resource leveling, schedule base lining, schedule risk assessment, and schedule maintenance are covered. Deals with interpreting schedule reports, early warning detection, summarization of schedule performance, and how to avoid unrealistic schedules.</i>				
<b>RATING</b>	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>	<i>Poor</i>
<i>THIS FILE (PFM-17) WAS UPDATED September 1995</i>					

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# PROJECT MANAGEMENT TRAINING COURSE

<b>TITLE</b>	<i>Project Scheduling</i>							
<b>LEVEL</b>	<i>Introduction Survey Process Generic</i>							
<b>SCOPE</b>	<i>Preparation Focus (if underlined, see Topic, Tasks, etc.) Civil Works</i>							
<b>REALM</b>	<i>Enhancement Military HTRW/Environment</i>							
<b>FIRST</b>	<i>No prerequisites</i>							
<b>TOPIC</b>	<i>People/Relational Lead Scope Quality</i>							
<b>TASKS</b>	<i>Process/Informational Plan Organize Time Contract</i>							
<b>PMBOK (PMI)</b>	<i>Monitor Control Human Resource Communication</i>							
<b>METHOD</b>	<i>Lecture Cases</i>	<i>Seminar Simulation (w/ computer)</i>	<i>Workshop</i>		<i>Video Project</i>			
<b>MEDIUM</b>								
<b>LENGTH</b>	<i>2 days</i>							
<b>LOCALE</b>	<i>Local</i>	<i>Regional</i>	<i>Central</i>					
<b>PLACES</b>	<i>Boston, Las Vegas</i>							
<b>OFFERS</b>	<i>5-6 times per year, back to back w/ Earned Value</i>							
<b>SERIES</b>	<i>Cost and Schedule Performance Management Systems</i>							
<b>SOURCE</b>	<i>Performance Mgmt Associates 15 Via Verona Palm Beach Gardens, FL 33418-3720</i>							
<b>PRICE</b>	<i>\$575 per student, 20% off for groups of 3 or more</i>							
<b>ABOUT</b>	<i>Course is organized into 9 modules: introduction; types of schedules; schedule development process; networks and their development; calculating the network; resource application; schedule baseline; schedule reporting and analysis; and current topics.</i>							
<b>RATING</b>	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>	<i>Poor</i>			

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# PROJECT MANAGEMENT TRAINING COURSE

<b>TITLE</b>	<i>Earned Value Management Systems</i>					
<b>LEVEL</b>	<i>Introduction</i>	<i>Preparation</i>	<i>Enhancement</i>			
<b>SCOPE</b>	<i>Survey</i>	<i>Process</i>	<i>Focus (if underlined, see Topic, Tasks, etc.)</i>			
<b>REALM</b>	<i>Generic</i>	<i>Civil Works</i>	<i>Military</i>	<i>HTRW/Environment</i>		
<b>FIRST</b>	<i>No prerequisites</i>					
<b>TOPIC</b>	<i>People/Relational</i>	<i>Process/Informational</i>				
<b>TASKS</b>	<i>Lead</i>	<i>Plan</i>	<i>Organize</i>	<i>Monitor</i>		
<b>PMBOK (PMI)</b>	<i>Scope</i>	<i>Cost</i>	<i>Time</i>	<i>Control</i>		
	<i>Quality</i>	<i>Risk</i>	<i>Contract</i>	<i>Human Resource</i>		
				<i>Communication</i>		
<b>METHOD</b>	<i>Lecture</i>	<i>Seminar</i>	<i>Workshop</i>	<i>Video</i>		
<b>MEDIUM</b>	<i>Cases</i>	<i>Simulation</i>	<i>(w/ computer)</i>	<i>Project</i>		
<b>LENGTH</b>	<i>3 days</i>					
<b>LOCALE</b>	<i>Local</i>	<i>Regional</i>	<i>Central</i>			
<b>PLACES</b>	<i>Boston, Las Vegas</i>					
<b>OFFERS</b>	<i>5-6 times per year, back to back w/ Proj Scheduling</i>					
<b>SERIES</b>	<i>Cost and Schedule Performance Management Systems</i>					
<b>SOURCE</b>	<i>Performance Mgmt Associates</i>	<i>Contact: Jim Wrisley</i>				
	<i>15 Via Verona</i>	<i>Phone: 407/694-1647</i>				
	<i>Palm Beach Gardens, FL 33418-3720</i>					
<b>PRICE</b>	<i>\$675 per student, 20% off for groups of 3 or more</i>					
<b>ABOUT</b>	<i>Course is organized into 9 modules: performance management concepts; organizing project work; planning for performance measurement; accumulating performance data; monitoring project performance; controlling project baselines; assessing project performance; system compliance; and a summary.</i>					
<b>RATING</b>	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>		
				<i>Poor</i>		

THIS FILE (PFM-19) WAS UPDATED  
September 1995

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# PROJECT MANAGEMENT TRAINING COURSE

<b>TITLE</b>	<i>Budgeting Techniques for On-Time, On-Budget Project Performance</i>									
<b>LEVEL</b>	<i>Introduction</i>	<u><i>Preparation</i></u>	<i>Enhancement</i>							
<b>SCOPE</b>	<i>Survey</i>	<i>Process</i>	<u><i>Focus (if underlined, see Topic, Tasks, etc.)</i></u>							
<b>REALM</b>	<u><i>Generic</i></u>	<i>Civil Works</i>	<i>Military</i>	<i>HTRW/Environment</i>						
<b>FIRST</b>	<i>No prerequisites</i>									
<b>TOPIC</b>	<i>People/Relational</i>	<u><i>Process/Informational</i></u>								
<b>TASKS</b>	<i>Lead</i>	<u><i>Plan</i></u>	<i>Organize</i>	<u><i>Monitor</i></u>	<u><i>Control</i></u>					
<b>PMBOK (PMI)</b>	<i>Scope</i>	<i>Cost</i>	<i>Time</i>	<i>Human Resource</i>						
	<u><i>Quality</i></u>	<i>Risk</i>	<i>Contract</i>	<i>Communication</i>						
<b>METHOD</b>	<u><i>Lecture</i></u>	<i>Seminar</i>	<u><i>Workshop</i></u>	<i>Video</i>						
<b>MEDIUM</b>	<i>Cases</i>	<i>Simulation (w/ computer)</i>	<u><i>Project</i></u>							
<b>LENGTH</b>	<i>3 days</i>									
<b>LOCALE</b>	<i>Local</i>	<u><i>Regional</i></u>	<i>Central</i>							
<b>PLACES</b>	<i>Chicago, Washington, Atlanta, New York</i>									
<b>OFFERS</b>	<i>1 time per year</i>									
<b>SERIES</b>	<i>AMA Project Management Curriculum</i>									
<b>SOURCE</b>	<i>American Mgmt Association</i> 135 West 50th Street			<i>Contact: no particular</i>	<i>Phone: 800/262-9699</i>					
	<i>New York, NY 10020-1201</i>									
<b>PRICE</b>	<i>\$1,375 per student, \$1,195 if member, groups less</i>									
<b>ABOUT</b>	<i>Hands-on experience to increase project success and assure on-time, on-budget performance. Topics include: causes of project failure; project budgeting purposes and concepts; quality, schedule, and budget baselines; estimating approaches; metrics and cost models; schedule and cost management. Participants work in teams to create a budget plan for their own organizations.</i>									
<b>RATING</b>	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>	<i>Poor</i>					

*THIS FILE (PFM-20) WAS UPDATED  
September 1995*

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# PROJECT MANAGEMENT TRAINING COURSE

					P R E P A R A T I O N			
<b>TITLE</b>	<i>Project Planning and Tracking</i>							
<b>LEVEL</b> <b>SCOPE</b> <b>REALM</b>	<u>Introduction</u> <u>Preparation</u> <u>Enhancement</u> <u>Survey</u> <u>Process</u> <u>Focus (if underlined, see Topic, Tasks, etc.)</u> <u>Generic</u> <u>Civil Works</u> <u>Military</u> <u>HTRW/Environment</u>							
<b>FIRST</b>	<i>No prerequisites</i>							
<b>TOPIC</b> <b>TASKS</b> <b>PMBOK</b> <b>(PMI)</b>	<u>People/Relational</u> <u>Process/Informational</u> <u>Lead</u> <u>Plan</u> <u>Organize</u> <u>Monitor</u> <u>Control</u> <u>Scope</u> <u>Cost</u> <u>Time</u> <u>Human Resource</u> <u>Quality</u> <u>Risk</u> <u>Contract</u> <u>Communication</u>							
<b>METHOD</b> <b>MEDIUM</b>	<u>Lecture</u> <u>Seminar</u> <u>Workshop</u> <u>Video</u> <u>Cases</u> <u>Simulation</u> <u>(w/ computer)</u> <u>Project</u>							
<b>LENGTH</b> <b>LOCALE</b> <b>PLACES</b> <b>OFFERS</b> <b>SERIES</b>	<i>1 day</i> <u>Local</u> <u>Regional</u> <u>Central</u> <i>Arranged with client</i> <i>Based on demand</i> <i>CES Project Management Certification Series</i>							
<b>SOURCE</b>	<i>Corporate Educatnl Services</i>		<i>Contact: Ms Piazza</i>					
	<i>One Tower Lane, Suite 1000</i>		<i>Phone: 708/574-1994</i>					
	<i>Oakbrook Terrace, IL 60181</i>							
<b>PRICE</b>	<i>\$5,700-7,500 per course (15-25 participants)</i>							
<b>ABOUT</b>	<i>Provides a foundation in the techniques and tools for realistic planning, scheduling, and monitoring projects. Objectives: develop work plan; determine requirements; break down work; plan sequence of activities; assign responsibility; establish milestones; determine required resources; negotiate commitments. Intact team training is recommended to allow implementation of actual project plan developed during seminar.</i>							
<b>RATING</b>	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>	<i>Poor</i>			

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# PROJECT MANAGEMENT TRAINING COURSE

<b>TITLE</b>	<i>Project Planning, Scheduling and Control</i>			
<b>LEVEL</b> <b>SCOPE</b> <b>REALM</b>	<u>Introduction</u> <u>Preparation</u> <u>Enhancement</u> <u>Survey</u> <u>Process</u> <u>Focus (if underlined, see Topic, Tasks, etc.)</u> <u>Generic</u> <u>Civil Works</u> <u>Military</u> <u>HTRW/Environment</u>			
<b>FIRST</b>	<i>No prerequisites</i>			
<b>TOPIC</b> <b>TASKS</b> <b>PMBOK</b> <b>(PMI)</b>	<u>People/Relational</u> <u>Process/Informational</u> <u>Lead</u> <u>Plan</u> <u>Organize</u> <u>Monitor</u> <u>Control</u> <u>Scope</u> <u>Cost</u> <u>Time</u> <u>Human Resource</u> <u>Quality</u> <u>Risk</u> <u>Contract</u> <u>Communication</u>			
<b>METHOD</b> <b>MEDIUM</b>	<u>Lecture</u> <u>Seminar</u> <u>Workshop</u> <u>Video</u> <u>Cases</u> <u>Simulation</u> <u>(w/ computer)</u> <u>Project</u>			
<b>LENGTH</b> <b>LOCALE</b> <b>PLACES</b> <b>OFFERS</b> <b>SERIES</b>	<i>3 days</i> <u>Local</u> <u>Regional</u> <u>Central</u> <i>Arranged with client</i> <i>Based on demand</i>			
<b>SOURCE</b>	<i>On-Site Plus</i> <i>2001 Salvio Street, St. 1500</i> <i>Concord, CA 94520</i> <i>Contact: Doyle Young</i> <i>Phone: 510/746-7165</i>			
<b>PRICE</b>	<i>\$2,500 per day (up to 25 students, plus \$50 per workbook and instructor travel (customizing extra))</i>			
<b>ABOUT</b>	<i>Project planning, scheduling, management, and control tools. Topics include project planning (scope, work plan); project requirements (milestones, needs, constraints); logical design (network analysis); implementation (communicating, assigning tasks); construction (tracking, reporting, controlling; documentation and evaluation (check results against plans, software considerations).</i>			
<b>RATING</b>	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>
	<i>P R E P A R A T I O N</i>			
	<i>F O C U S</i>			
	<i>M A N A G E M E N T</i>			

*THIS FILE (PFM-22) WAS UPDATED  
September 1995*

# PROJECT MANAGEMENT TRAINING COURSE

<b>P R E P A R A T I O N</b>					
<b>TITLE</b>	<i>The Art of Project Management</i>				
<b>LEVEL</b>	<u>Introduction</u> <u>Preparation</u> <u>Enhancement</u>				
<b>SCOPE</b>	<u>Survey</u> <u>Process</u> <u>Focus (if underlined, see Topic, Tasks, etc.)</u>				
<b>REALM</b>	<u>Generic</u> <u>Civil Works</u> <u>Military</u> <u>HTRW/Environment</u>				
<b>FIRST</b>	No prerequisites				
<b>TOPIC</b>	<u>People/Relational</u>				
<b>TASKS</b>	Lead <u>Process/Informational</u>				
<b>PMBOK</b>	Scope      Cost <u>Plan</u>				
<b>(PMI)</b>	Quality      Risk <u>Organize</u>				
<b>METHOD</b>	<u>Lecture</u>				
<b>MEDIUM</b>	<u>Seminar</u>				
	<u>Workshop</u>				
	<u>Simulation (w/ computer)</u>				
<b>Video Project</b>					
<b>LENGTH</b>	2 days				
<b>LOCALE</b>	<u>Local</u>				
<b>PLACES</b>	<u>Regional</u>				
<b>OFFERS</b>	on-site				
<b>SERIES</b>	Based on demand				
<b>SOURCE</b>	AGS Management Systems 880 1st Avenue King of Prussia, PA 19406				
<b>Contact: John Sullivan Phone: 610-265-1550</b>					
<b>PRICE</b>	\$180 per student per day (12 students maximum)				
<b>ABOUT</b>	Identifies the project process. Topics include project objectives (scope, approach, time frame, cost, success criteria); project plan (work breakdown structure, critical path scheduling, estimating); project schedule (priorities, date constraints); and project control. A case study is used throughout the course, using AGS firstCASE project management software.				
<b>RATING</b>	Excellent      Good      Average      Fair      Poor				
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**TAB 3 HELP: TRAINING GUIDE -- PHASE 3 -- ENHANCEMENT OF KEY PROJECT MANAGEMENT SKILLS**

<b>WORK ASSIGNMENT TRAINING (On-Job &amp; Developmental)</b>	<b>FORMAL CLASSROOM TRAINING (Govt &amp; Non-Govt Courses)</b>	<b>SELF-DEVELOPMENT ACTIVITY (Courses, Reading, Other)</b>
Developmental Assignments in Project Management and Technical Management Jobs (same and other echelons)	<u>ADVANCED SURVEY COURSES</u> Surveys of Universal PM Concepts, Methods, Tools ● PPM Associates Program ● PM Beyond Techs [ESG-01] □ LTR in Degree Programs	Academic Extension Courses Individual Reading and Study Oral and Written Communication
IPA/ Interagency Personnel Agreement Assignment with Other Governmental Agency (or qualifying customer)	<u>GENERIC PROCESS COURSES</u> Advanced Workshop Courses on PM Concept and Process ● PM Applications [EPG-01]	Participation in Professional Associations Professional Registration
1 / Management Functions: - Planning - Organizing - Monitoring - Controlling and - Scope Management - Cost Management - Time Management - Human Resources Mgmt - Quality Management - Risk Management - Contract Management - Communications Mgmt	<u>ADVANCED FOCUS: GENERIC</u> Advanced Courses Focused on PM Techniques and Tools □ Leadership Qualities □ Management Functions <sup>1</sup> □ Communication Skills □ Computer Application	Participation in Project Management Institute (PMI) PMI PMP <sup>3</sup> Certification ● Actual existing course ○ Course to be developed □ A category of training see Directory for details.
2 / Design/Build Function: - Planning - Engineering - Construction - Operations	<u>ADVANCED FOCUS: MISSION</u> Advanced Courses on Corps Mission PM Concepts/Tools ○ CW Prog Execution (TBD)	<u>SELECTED TECHNICAL COURSES</u> Courses Pertaining to the Worker's Specialty Area(s) □ University Discipline □ Design/Build Function <sup>2</sup>
3 / Project Management Professional		

**TAB 3 HELP: CAREER DEVELOPMENT PLAN FOR PM AND DDE/CHIEF PPM--GRADE LEVELS 13/14 & 14/15**

Grade Level and PM Position	Formal Classroom All Functions	Formal Classroom PPM Function	On-the-Job Experience (plus prof)	Development Assignment FOA	Development Assignment Higher HQ
Grades 13/14					
Asst PPM Chief	* <i>Organizational Leadership for Executives-OLB</i>	+ PM: Beyond the Tech (ESG-01)	+ Certification as PMP <sup>1</sup>	+ \$ Another Function (12 months)	+ \$ HQUSACE Programs and Project Mgmt (6 months)
PPM Branch Chief	+ <i>Personnel Mgmt For Executives</i>	+ Project Mgmt Enhancement Courses (see the Directory)	+ Supervisory Experience: Branch or Section Chief (12 months)		
PPM Section Chief	# <i>Administrative Public Policy</i>	+ \$ University LRT	+ Participation Professional Organizations		
Project Manager (Senior PM)	+\$ <i>Army Mgmt Staff College</i>	##\$ Planning and Project Mgmt Associates Program	+ Computer Literate		
Project Manager (Journeyman PM)	##\$ <i>Senior Service College</i>				
Grades 14/15					
✓ DDE (PPM) / PPM Chief	# <i>Exec Development Seminar</i>	+ Project Mgmt Enhancement Courses (see the Directory)	+ Certification as PMP <sup>1</sup>	+ \$ Another Function (12 months)	+ \$ HQUSACE Programs and Project Mgmt (6 months)
Asst PPM Chief	# <i>Managing Money &amp; Mat'l Resources</i>	+ \$ University LRT	+ Supervisory Experience: Assistant Division or Branch Chief (24 months)		##\$ Congressional Fellowship (12 months)
PPM Branch Chief	##\$ <i>Federal Exec Institute</i>		+ Participation Professional Organizations		
			+ Computer Literate		

Note: The ACTEDS training categories and priorities that appear in the legend below are defined in part 4 of Handbook Table A-2.

✓ Target Position (Development and Training Target)	* Universal Training MANDATORY (MAND-PR I)	+ Universal Training HIGHLY RECOMMENDED (MAND-PR II)	# Universal Training RECOMMENDED (PR III)	+\$ Competitive Trng HIGHLY RECOMMENDED	##\$ Competitive Trng RECOMMENDED
1/ The ESRM Career Planning Board is considering PPM's request to designate PMP (Project Management Professional) certification of DDE (PPM)s as Mandatory, Priority I within 3-5 years.					

# PROJECT MANAGEMENT TRAINING COURSE

<b>TITLE</b>	<i>Project Management: Beyond the Techniques</i>						
<b>LEVEL</b> <b>SCOPE</b> <b>REALM</b>	<u>Introduction</u> <u>Survey</u> <u>Generic</u>	<u>Preparation</u> <u>Process</u> <u>Civil Works</u>	<u>Enhancement</u> <u>Focus (if underlined, see Topic, Tasks, etc.)</u> <u>Military</u>	<u>HTRW/Environment</u>			
<b>FIRST</b>	<i>Designed for project managers with several year of experience.</i>						
<b>TOPIC</b> <b>TASKS</b> <b>PMBOK</b> <b>(PMI)</b>	<u>People/Relational</u> Lead Scope Quality	<u>Process/Informational</u> Plan Cost Risk	<u>Organize</u> Time Contract	<u>Monitor</u> <u>Control</u> Human Resource Communication			
<b>METHOD</b> <b>MEDIUM</b>	<u>Lecture</u> <u>Cases</u>	<u>Seminar</u> <u>Simulation</u>	<u>Workshop</u> (w/ computer)	<u>Video</u> <u>Project</u>			
<b>LENGTH</b> <b>LOCALE</b> <b>PLACES</b> <b>OFFERS</b> <b>SERIES</b>	<i>5 days Local      Regional      <u>Central</u> University of Tennessee, Knoxville 1-3 times per year</i>						
<b>SOURCE</b>	<i>Management Development Cntr University of Tennessee 708 Stokely Management Cntr Knoxville, TN 37996-0575</i>	<i>Contact: Ms Jackson Phone: 615/974-5001</i>					
<b>PRICE</b>	<i>\$2,900 per student, includes single hotel room, meals and hotel to Center van service (10% off for groups)</i>						
<b>ABOUT</b>	<i>Designed to prepare project managers to deal more effectively with the difficult and demanding tasks of managing organizational and personnel problems, which are inherent in project management and have far more influence on project success than do the tools and techniques. Topics include: project organizational alternatives; leadership qualities, skills and style; developing power and influence; conflict resolution and building effective project teams.</i>						
<b>RATING</b>	<u>Excellent</u>	Good	Average	Fair	Poor		

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# PROJECT MANAGEMENT TRAINING COURSE

<b>TITLE</b>	<i>Senior Project Management</i>									
<b>LEVEL</b> <b>SCOPE</b> <b>REALM</b>	<u>Introduction</u> <u>Preparation</u> <u>Enhancement</u> <u>Survey</u> <u>Process</u> <u>Focus (if underlined, see Topic, Tasks, etc.)</u> <u>Generic</u> <u>Civil Works</u> <u>Military</u> <u>HTRW/Environment</u>									
<b>FIRST</b>	<i>Practicing Project Manager</i>									
<b>TOPIC</b> <b>TASKS</b> <b>PMBOK</b> <b>(PMI)</b>	<u>People/Relational</u> <u>Process/Informational</u> <u>Lead</u> <u>Plan</u> <u>Organize</u> <u>Monitor</u> <u>Control</u> <u>Scope</u> <u>Cost</u> <u>Time</u> <u>Human Resource</u> <u>Quality</u> <u>Risk</u> <u>Contract</u> <u>Communication</u>									
<b>METHOD</b> <b>MEDIUM</b>	<u>Lecture</u> <u>Cases</u>	<u>Seminar</u> <u>Simulation (w/ computer)</u>	<u>Workshop</u>	<u>Video</u> <u>Project</u>						
<b>LENGTH</b> <b>LOCALE</b> <b>PLACES</b> <b>OFFERS</b> <b>SERIES</b>	4 days Local <u>Regional</u> Central 11 locations around the US 20 times per year AMA Project Management Curriculum									
<b>SOURCE</b>	American Mgmt Association 135 West 50th Street New York, NY 10020-1201		Contact: no particular Phone: 800/262-9699							
<b>PRICE</b>	\$1,720 per student (\$1,495 if member), less for group									
<b>ABOUT</b>	For experienced project and program managers. Beyond the nuts and bolts of project management into senior level skills. Topics include: human factors; organizing for effective project management; developing project objectives; scheduling; allocation and conflict resolution; project control information and methods; earned value; trend analysis; project manager competencies; and intensive case study.									
<b>RATING</b>	Excellent	Good	Average	Fair	Poor					

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# PROJECT MANAGEMENT TRAINING COURSE

<b>TITLE</b>	<i>Advanced Project Management</i>							
<b>LEVEL</b> <b>SCOPE</b> <b>REALM</b>	<i>Introduction</i> <i>Preparation</i> <i>Enhancement</i> <i>Survey</i> <i>Process</i> <i>Focus (if <u>underlined</u>, see Topic, Tasks, etc.)</i> <i>Generic</i> <i>Civil Works</i> <i>Military</i> <i>HTRW/Environment</i>							
<b>FIRST</b>	<i>No prerequisites</i>							
<b>TOPIC</b> <b>TASKS</b> <b>PMBOK</b> <b>(PMI)</b>	<i>People/Relational</i> <i>Process/Informational</i> <i>Lead</i> <i>Plan</i> <i>Organize</i> <i>Monitor</i> <i>Control</i> <i>Scope</i> <i>Cost</i> <i>Time</i> <i>Human Resource</i> <i>Quality</i> <i>Risk</i> <i>Contract</i> <i>Communication</i>							
<b>METHOD</b> <b>MEDIUM</b>	<i>Lecture</i> <i>Seminar</i> <i>Workshop</i> <i>Video</i> <i>Cases</i> <i>Simulation (w/ computer)</i> <i>Project</i>							
<b>LENGTH</b> <b>LOCALE</b> <b>PLACES</b> <b>OFFERS</b> <b>SERIES</b>	<i>2-4 days, typically 3 days (customized for client)</i> <i>Local</i> <i>Regional</i> <i>Central</i> <i>Arranged with client</i> <i>Based on demand</i>							
<b>SOURCE</b>	<i>Stanley Portny &amp; Associates</i>		<i>Contact: Donna Portny</i> <i>44 Dorison Drive</i> <i>Short Hills, NJ 07078</i> <i>Phone: 201/376-8887</i>					
<b>PRICE</b>	<i>\$9,640 for up to 20 students for 3 days (\$432 per student), varies with length</i>							
<b>ABOUT</b>	<i>Objectives: To explore the dynamic project team environment; investigate advanced decision-making techniques, planning, and performance analysis; and discuss information systems. Topics include: team responsibilities; conflict management; interpersonal relations; motivation; benefit-cost analysis; project definition; budgeting; and project reporting.</i>							
<b>RATING</b>	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>	<i>Poor</i>			

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# PROJECT MANAGEMENT TRAINING COURSE

<b>TITLE</b>	Project Management Institute Regional Seminars				
<b>LEVEL</b> <b>SCOPE</b> <b>REALM</b>	Introduction <u>Survey</u>	Preparation <u>Process</u>	<u>Enhancement</u> Focus (if <u>underlined</u> , see Topic, Tasks, etc.)		
<b>FIRST</b>	No prerequisites				
<b>TOPIC</b> <b>TASKS</b> <b>PMBOK</b> ( <b>PMI</b> )	People/Relational Lead Scope Quality	Process/Informational Plan Organize Time Contract	Monitor Human Resource Communication	Control	
<b>METHOD</b> <b>MEDIUM</b>	Lecture Cases	<u>Seminar</u> Simulation	Workshop (w/ computer)	Video Project	
<b>LENGTH</b> <b>LOCALE</b> <b>PLACES</b> <b>OFFERS</b> <b>SERIES</b>	4 days Local Cincinnati, OH 1 time per year	Regional	Central		
<b>SOURCE</b>	Project Management Institute 130 South State Road Upper Darby, PA 19082-2902	Contact: no particular	Phone: 800/734-4843		
<b>PRICE</b>	Ranges from \$695 to \$1,250 depending on the number of days attended				
<b>ABOUT</b>	This event is a combination of industry and multi-industry seminars relating to project management. In total five separate seminars are offered: Project Management Basic Skills and PMBOK Introduction; Total Quality and Risk Management for Projects and Programs; Managing the Manufacturing Project; Contract Changes, Construction Delays, Claims Awareness; and Project Leadership and Communication.				
<b>RATING</b>	Excellent	Good	Average	Fair	Poor

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# PROJECT MANAGEMENT TRAINING COURSE

<b>TITLE</b>	<i>Project Management Applications</i>					
<b>LEVEL</b>	<i>Introduction</i>	<i>Preparation</i>	<i>Enhancement</i>			
<b>SCOPE</b>	<i>Survey</i>	<i>Process</i>	<i>Focus (if <u>underlined</u>, see Topic, Tasks, etc.)</i>			
<b>REALM</b>	<i>Generic</i>	<i>Civil Works</i>	<i>Military</i>	<i>HTRW/Environment</i>		
<b>FIRST</b>	<i>No prerequisites</i>					
<b>TOPIC</b>	<i>People/Relational</i>	<i>Process/Informational</i>				
<b>TASKS</b>	<i>Lead</i>	<i>Plan Organize</i>	<i>Monitor</i>	<i>Control</i>		
<b>PMBOK (PMI)</b>	<i>Scope</i>	<i>Cost</i>	<i>Time</i>	<i>Human Resource</i>		
	<i>Quality</i>	<i>Risk</i>	<i>Contract</i>	<i>Communication</i>		
<b>METHOD</b>	<i>Lecture</i>	<i>Seminar</i>	<i>Workshop</i>	<i>Video</i>		
<b>MEDIUM</b>	<i>Cases</i>	<i>Simulation</i>	<i>(w/ computer)</i>	<i>Project</i>		
<b>LENGTH</b>	<i>5 days</i>					
<b>LOCALE</b>	<i>Local</i>	<i>Regional</i>	<i>Central</i>			
<b>PLACES</b>	<i>Washington DC; Dallas, TX; Orlando, FL; San Diego, CA;</i>					
<b>OFFERS</b>	<i>9 times per year</i>					
<b>SERIES</b>	<i>Master's Certificate in Project Management</i>					
<b>SOURCE</b>	<i>Educational Services Institute</i>		<i>Contact:</i>	<i>no particular</i>		
			<i>Phone:</i>	<i>703/578-8820</i>		
	<i>2775 S. Quincy Street, Suite 500</i>					
	<i>Arlington, VA 22206-9910</i>					
<b>PRICE</b>	<i>\$950 to \$1,000 per student</i>					
<b>ABOUT</b>	<i>This course synthesizes and reinforces the knowledge and skills essential to basic project management, teaching advanced approaches. Participants will work in teams where they complete an extensive and realistic simulation in which they propose, plan, and carry out a project under conditions faced on the job. Each team must resolve issues of performance, scheduling, and control and, at the same time, address leadership and management concerns.</i>					
<b>RATING</b>	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>		
				<i>Poor</i>		

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# PROJECT MANAGEMENT TRAINING COURSE

<b>TITLE</b>	<i>Multi-Project Management</i>						
<b>LEVEL</b>	<i>Introduction      Preparation      Enhancement</i>						
<b>SCOPE</b>	<i>Survey      Process      Focus (if <u>underlined</u>, see Topic, Tasks, etc.)</i>						
<b>REALM</b>	<i>Generic      Civil Works      Military      HTRW/Environment</i>						
<b>FIRST</b>	<i>No prerequisites</i>						
<b>TOPIC</b>	<i>People/Relational      Process/Informational</i>						
<b>TASKS</b>	<i>Lead</i>	<i>Plan</i>	<i>Organize</i>	<i>Monitor</i>	<i>Control</i>		
<b>PMBOK (PMI)</b>	<i>Scope</i>	<i>Cost</i>	<i>Time</i>	<i>Human Resource</i>			
	<i>Quality</i>	<i>Risk</i>	<i>Contract</i>	<i>Communication</i>			
<b>METHOD</b>	<i>Lecture</i>	<i>Seminar</i>	<i>Workshop</i>	<i>Video</i>			
<b>MEDIUM</b>	<i>Cases</i>	<i>Simulation (w/ computer)</i>		<i>Project</i>			
<b>LENGTH</b>	<i>5 days</i>						
<b>LOCALE</b>	<i>Local</i>	<i>Regional</i>	<i>Central</i>				
<b>PLACES</b>	<i>Varies, arranged by client and vendor</i>						
<b>OFFERS</b>	<i>Based on demand, offered to groups only</i>						
<b>SERIES</b>	<i>STC Project Management Curriculum</i>						
<b>SOURCE</b>	<i>STC Group, Inc. 357 Springfield Ave Summit, NJ 07901-4603</i>			<i>Contact: Tim Andrews Phone: 908/277-2852</i>			
<b>PRICE</b>	<i>\$17,500 for up to 15 students (\$1,170 per student); and \$150 for each additional student</i>						
<b>ABOUT</b>	<i>Participants manage multiple projects while they share, negotiate, and compete for resources. It integrates task and process aspects of project and functional manager roles. Uses lectures, computer simulation, assessment, discussion. Student teams implement 6-7 computer-simulated projects.</i>						
<b>RATING</b>	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>	<i>Poor</i>		

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# PROJECT MANAGEMENT TRAINING COURSE

		The Project Management Forum: Real Solutions for Project Success		
LEVEL		Introduction	Preparation	<u>Enhancement</u>
SCOPE		Survey	<u>Process</u>	Focus (if <u>underlined</u> , see Topic, Tasks, etc.)
REALM		<u>Generic</u>	Civil Works	Military HTRW/Environment
FIRST		No prerequisites		
TOPIC	People/Relational	Process/Informational		
TASKS	Lead	Plan Organize	Monitor	Control
PMBOK (PMI)	Scope Cost	Time	Human Resource	
	Quality Risk	Contract	Communication	
METHOD	Lecture	<u>Seminar</u>	Workshop	Video
MEDIUM	Cases	Simulation	(w/ computer)	Project
LENGTH	4 days			
LOCALE	Local	<u>Regional</u>	Central	
PLACES	Rosemont, IL; New York; Atlanta; Orlando, San Fran			
OFFERS	8 times per year			
SERIES	AMA Project Management Series			
SOURCE	American Mgmt Association 135 W. 50th Street New York, NY 10020-1201		Contact: no particular	Phone: 800/262-9699
PRICE	\$1,720 per student (\$1,495 if member)			
ABOUT	Intensive forum designed to provide seasoned project managers a place to share know-how, solve problems, and map out strategies for success. Students deal with various issues related to four main topics: management, self-directed teams, strategic planning, and integrating project and product management; and, to additional topics selected by the students.			
RATING	Excellent	Good	Average	Fair
				Poor

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# PROJECT MANAGEMENT TRAINING COURSE

<b>TITLE</b>	<i>Executive Seminar in Alternative Dispute Resolution (ADR) Procedures (PROSPECT 384)</i>									
<b>LEVEL</b>	<i>Introduction      Preparation      <u>Enhancement</u></i>									
<b>SCOPE</b>	<i>Survey</i>	<i>Process</i>	<i><u>Focus</u> (if underlined, see Topic, Tasks, etc.)</i>							
<b>REALM</b>	<i>Generic</i>	<i>Civil Works</i>	<i>Military</i>	<i>HTRW/Environment</i>						
<b>FIRST</b>	<i>GS-13/14 minimum grade</i>									
<b>TOPIC</b>	<i><u>People/Relational</u>      <u>Process/Informational</u></i>									
<b>TASKS</b>	<i>Lead</i>	<i>Plan Organize      Monitor      Control</i>								
<b>PMBOK (PMI)</b>	<i>Scope      Cost      Quality</i>	<i>Time      Contract</i>	<i><u>Human Resource</u> <u>Communication</u></i>							
<b>METHOD MEDIUM</b>	<i>Lecture      Seminar      Workshop</i>	<i>Cases      Simulation (w/ computer)</i>	<i>Video      Project</i>							
<b>LENGTH</b>	<i>2 days</i>									
<b>LOCALE</b>	<i>Local</i>	<i>Regional</i>	<i><u>Central</u></i>							
<b>PLACES</b>	<i>Northeastern Region</i>									
<b>OFFERS</b>	<i>1 time per year</i>									
<b>SERIES</b>										
<b>SOURCE</b>	<i>Huntsville Division P.O. Box 1600 Huntsville, AL 35807-4301</i>			<i>Contact: Ms. Halbrooks Phone: 205/722-5886</i>						
<b>PRICE</b>	<i>\$900 per student</i>									
<b>ABOUT</b>	<i>Conflicts, disputes, and litigation can reduce the Corps' effectiveness in accomplishing its mission. Alternative Dispute Resolution procedures offer options for dispute management. Focus on diagnosing disputes, designing management approaches, and applying techniques. Topics include interest-based negotiation/bargaining techniques; conflict analysis; and various techniques.</i>									
<b>RATING</b>	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>	<i>Poor</i>					

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# PROJECT MANAGEMENT TRAINING COURSE

<b>TITLE</b>	<i>Organizational Leadership for Executives (OLE)</i>			
<b>LEVEL</b>	<i>Introduction</i>	<i>Preparation</i>	<i>Enhancement</i>	
<b>SCOPE</b>	<i>Survey Process Focus (if underlined, see Topic, Tasks, etc.)</i>			
<b>REALM</b>	<i>Generic Civil Works Military HTRW/Environment</i>			
<b>FIRST</b>	<i>GS 13-15</i>			
<b>TOPIC</b>	<u>People/Relational</u>	<u>Process/Informational</u>		
<b>TASKS</b>	<u>Lead</u>	<u>Plan</u> <u>Organize</u>	<u>Monitor</u>	<u>Control</u>
<b>PMBOK (PMI)</b>	<u>Scope</u>	<u>Cost</u>	<u>Time</u>	<u>Human Resource</u>
	<u>Quality</u>	<u>Risk</u>	<u>Contract</u>	<u>Communication</u>
<b>METHOD</b>	<u>Lecture</u>	<u>Seminar</u>	<u>Workshop</u>	<u>Video</u>
<b>MEDIUM</b>	<u>Cases</u>	<u>Simulation</u> (w/ computer)		<u>Project</u>
<b>LENGTH</b>	<i>2 weeks</i>			
<b>LOCALE</b>	<u>Local</u>	<u>Regional</u>	<u>Central</u>	
<b>PLACES</b>	<i>Arranged by installation instructor</i>			
<b>OFFERS</b>	<i>Based on need</i>			
<b>SERIES</b>	<i>Corps Project Management Series</i>			
<b>SOURCE</b>	<i>Center for Army Leadership</i>		<i>Contact: John Powell</i>	
	<i>Ft. Leavenworth</i>		<i>Phone: 913/758-3564</i>	
	<i>Ft. Leavenworth, KS</i>			
<b>PRICE</b>	<i>Funded by the Army, no cost to student organization</i>			
<b>ABOUT</b>	<i>Designed to train career program DA civilians in leadership doctrine of the US Army. Emphasis is given to material which leaders can use for improving organizational performance. Topics include: developing strategies for organizational excellence; influencing subordinate performance; managing innovation and change; diagnosing systemic problems; and building excellence into the leadership team.</i>			
<b>RATING</b>	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>
	<i>Poor</i>			

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# PROJECT MANAGEMENT TRAINING COURSE

<b>TITLE</b>	<i>Management Assessment Program</i>									
<b>LEVEL</b>	<i>Introduction</i>	<i>Preparation</i>	<i>Enhancement</i>							
<b>SCOPE</b>	<i>Survey</i>	<i>Process</i>	<i>Focus (if underlined, see Topic, Tasks, etc.)</i>							
<b>REALM</b>	<i>Generic</i>	<i>Civil Works</i>	<i>Military</i>	<i>HTRW/Environment</i>						
<b>FIRST</b>	<i>This course is designed for experienced managers and executives at GS-14 through SES</i>									
<b>TOPIC</b>	<u>People/Relational</u>	<u>Process/Informational</u>								
<b>TASKS</b>	<u>Lead</u>	<u>Plan</u> <u>Organize</u>	<u>Monitor</u>	<u>Control</u>						
<b>PMBOK (PMT)</b>	<i>Scope</i>	<i>Cost</i>	<i>Time</i>	<u>Human Resource</u>						
	<i>Quality</i>	<i>Risk</i>	<i>Contract</i>	<u>Communication</u>						
<b>METHOD</b>	<u>Lecture</u>	<u>Seminar</u>	<u>Workshop</u>	<u>Video</u>						
<b>MEDIUM</b>	<u>Cases</u>	<u>Simulation</u> (w/ computer)		<u>Project</u>						
<b>LENGTH</b>	<i>6 days</i>									
<b>LOCALE</b>	<i>Local</i>	<u>Regional</u>	<i>Central</i>							
<b>PLACES</b>	<i>Lancaster, PA; Denver, CO</i>									
<b>OFFERS</b>	<i>3 times per year</i>									
<b>SERIES</b>	<i>OPM's Management Development Center programs</i>									
<b>SOURCE</b>	<i>Eastern Management Development Center P.O. Box 1579 Lancaster, PA 17608-1579</i>			<i>Contact: no particular</i>	<i>Phone: 717/399-0112</i>					
<b>PRICE</b>	<i>\$3,000 per student (includes tuition, meals and lodging); \$2,800 if funds are obligated by 12/31/95.</i>									
<b>ABOUT</b>	<i>This is an intensive program that allows experienced managers and executives to gain insight into their strengths and weaknesses. Individuals attending this program receive personalized feedback from several sources. Topics include: understanding personal behaviors and how they impact organizational success; understanding the importance of succession planning in organizational leadership positions.</i>									
<b>RATING</b>	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>	<i>Poor</i>					

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# PROJECT MANAGEMENT TRAINING COURSE

<b>TITLE</b>	<i>Management Development Seminar</i>					
<b>LEVEL</b> <b>SCOPE</b> <b>REALM</b>	Introduction Survey	Preparation Process	<u>Focus</u> (if underlined, see Topic, Tasks, etc.)	<u>Enhancement</u> Military HTRW/Environment		
<b>FIRST</b>	<i>This course is designed for experienced managers and executives at GS-14 through SES</i>					
<b>TOPIC</b> <b>TASKS</b> <b>PMBOK</b> <b>(PMI)</b>	<u>People/Relational</u> <u>Lead</u> Scope Quality	<u>Process/Informational</u> Plan Time Contract	Organize Monitor <u>Human Resource</u> Control <u>Communication</u>			
<b>METHOD</b> <b>MEDIUM</b>	Lecture <u>Cases</u>	<u>Seminar</u> <u>Simulation</u>	<u>Workshop</u> (w/ computer)	<u>Video</u> Project		
<b>LENGTH</b> <b>LOCALE</b> <b>PLACES</b> <b>OFFERS</b> <b>SERIES</b>	<i>2 weeks (11 days) Local      <u>Regional</u>      Central Lancaster, PA; Denver, CO 11 times per year OPM's Management Development Center programs</i>					
<b>SOURCE</b>	<i>Eastern Management Development Center P.O. Box 1579 Lancaster, PA 17608-1579</i>		<i>Contact: no particular Phone: 717/399-0112</i>			
<b>PRICE</b>	<i>\$2,775 per student (includes tuition, meals and lodging); \$2,575 if funds are obligated by 12/31/95.</i>					
<b>ABOUT</b>	<i>This seminar focuses on strengthening organizational excellence through team effectiveness and leadership. Participants will: examine current Administration initiatives and their impact on managers; increase understanding of ethics; identify leadership qualities; gain skills in negotiation and conflict resolution; develop strategy for problem clarification and resolution.</i>					
<b>RATING</b>	Excellent	Good	Average	Fair		
				Poor		

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# **INDEX OF PROJECT MANAGEMENT COURSES**

## **Categorical**

<b>TITLE</b>	<b>LEVEL</b>	<b>SCOPE</b>	<b>FOCUS</b>	<b>FILE</b>
<i>Project Management Exportable: 1 (PROSPECT 762)</i>	Introdu	Survey	Generic	ISG-01
<i>Project Management Exportable: 2-4 (PROSPECT 762)</i>	Introdu	Survey	Generic	ISG-02
<i>Project Management (PROSPECT 355)</i>	Introdu	Survey	Generic	ISG-03
<i>Civil Works Orientation (PROSPECT 086)</i>	Introdu	Process	Civ Wks	IPC-01
<i>Hazardous/Toxic/Radioactive Waste (PROSPECT 350)</i>	Introdu	Process	HTRW/En	IPH-01
<i>Intern Leadership Development Course</i>	Introdu	Focus	Leader	IFL-01
<i>The Complete Project Manager</i>	Prepare	Survey	Generic	PSG-01
<i>Project Management Workshop</i>	Prepare	Survey	Generic	PSG-02
<i>Project Leadership</i>	Prepare	Survey	Generic	PSG-03
<i>Project Management: Tools &amp; Techniques</i>	Prepare	Survey	Generic	PSG-04
<i>Project Management Workshop</i>	Prepare	Survey	Generic	PSG-05
<i>Basic Project Management: Planning, Scheduling, &amp; Control</i>	Prepare	Survey	Generic	PSG-06
<i>Technical Project Management</i>	Prepare	Survey	Generic	PSG-07
<i>Project Management</i>	Prepare	Survey	Generic	PSG-08
<i>Program Management</i>	Prepare	Survey	Generic	PSG-09
<i>Technical Program Management</i>	Prepare	Survey	Generic	PSG-10
<i>Effective Project Management</i>	Prepare	Survey	Generic	PSG-11
<i>Project Managers Bootcamp</i>	Prepare	Survey	Generic	PSG-12
<i>Project Management Skills for Success</i>	Prepare	Survey	Generic	PSG-13

**INDEX: Categorical**

<b>TITLE</b>	<b>LEVEL</b>	<b>SCOPE</b>	<b>FOCUS</b>	<b>FILE</b>
<i>Effective Skills for Technical Managers</i>	Prepare	Survey	Generic	PSG-14
<i>Project Management for Engineers &amp; Managers</i>	Prepare	Survey	Generic	PSG-15
<i>Successful Project Management</i>	Prepare	Survey	Generic	PSG-16
<i>Design Project Management in Professional Practice</i>	Prepare	Survey	Generic	PSG-17
<i>Project Management for the 90's</i>	Prepare	Survey	Generic	PSG-18
<i>Using a Project Management Methodology</i>	Prepare	Survey	Generic	PSG-19
<i>Basic Project Management</i>	Prepare	Survey	Generic	PSG-20
<i>Modern Methods for Managing Multiple Small Projects</i>	Prepare	Survey	Generic	PSG-21
<i>Project Management for Engineers</i>	Prepare	Survey	Generic	PSG-22
<i>Civil Works Program Development and Execution (PROSPECT 010)</i>	Prepare	Process	Civ Wks	PPC-01
<i>Project Management--Civil Works (PROSPECT 353)</i>	Prepare	Process	Civ Wks	PPC-02
<i>Civil Works Planning Program Management (PROSPECT 066)</i>	Prepare	Process	Civ Wks	PPC-03
<i>Project Management--Environmental Restoration (PROSPECT 260)</i>	Prepare	Process	HTRW/En	PPH-01
<i>Implementation of Hazardous &amp; Toxic Waste Laws (PROSPECT 356)</i>	Prepare	Process	HTRW/En	PPH-02
<i>Project Management--Military Programs (PROSPECT 088)</i>	Prepare	Process	Military	PPM-01
<i>Installation Support (PROSPECT 390)</i>	Prepare	Process	Military	PPM-02
<i>Interacting and Communicating with the Public (PROSPECT 190)</i>	Prepare	Focus	Communi	PFC-01
<i>Effective Writing Skills</i>	Prepare	Focus	Communi	PFC-02

<b>TITLE</b>	<b>LEVEL</b>	<b>SCOPE</b>	<b>FOCUS</b>	<b>FILE</b>
<i>Effective Briefing Techniques</i>	Prepare	Focus	Communi	PFC-03
<i>Interpersonal Communication</i>	Prepare	Focus	Communi	PFC-04
<i>Basic Communication Skills</i>	Prepare	Focus	Communi	PFC-05
<i>Communications I: How to Manage Conflict</i>	Prepare	Focus	Communi	PFC-06
<i>Communications II: How to Connect with Others</i>	Prepare	Focus	Communi	PFC-07
<i>Communications III: Leading Project Team</i>	Prepare	Focus	Communi	PFC-08
<i>Human Resource Management I (PROSPECT 301)</i>	Prepare	Focus	Leader	PFL-01
<i>Human Resource Management II (PROSPECT 302)</i>	Prepare	Focus	Leader	PFL-02
<i>Human Resource Management III (PROSPECT 303)</i>	Prepare	Focus	Leader	PFL-03
<i>Human Resource Management IV (PROSPECT 304)</i>	Prepare	Focus	Leader	PFL-04
<i>Negotiating, Bargaining, &amp; Dispute Resolution (PROSPECT 306)</i>	Prepare	Focus	Leader	PFL-05
<i>Leadership Communication Skills (PROSPECT 362)</i>	Prepare	Focus	Leader	PFL-06
<i>Leadership Education and Development (LEAD)</i>	Prepare	Focus	Leader	PFL-07
<i>Effective Leadership Seminar</i>	Prepare	Focus	Leader	PFL-08
<i>Techniques of Negotiating</i>	Prepare	Focus	Leader	PFL-09
<i>Leadership Assessment Program</i>	Prepare	Focus	Leader	PFL-10
<i>Managerial and Team-Building Skills for Project Managers</i>	Prepare	Focus	Leader	PFL-11
<i>Project Team Leadership</i>	Prepare	Focus	Leader	PFL-12
<i>Building an Effective Project Team</i>	Prepare	Focus	Leader	PFL-13
<i>Managers as Facilitators: Enabling Empowerment</i>	Prepare	Focus	Leader	PFL-14

**INDEX: Categorical**

<b>TITLE</b>	<b>LEVEL</b>	<b>SCOPE</b>	<b>FOCUS</b>	<b>FILE</b>
Architect Engineer Contracting (PROSPECT 004)	Prepare	Focus	Manage	PFM-01
Network Analysis System (PROSPECT 080)	Prepare	Focus	Manage	PFM-02
Cost Estimating Basics (PROSPECT 181)	Prepare	Focus	Manage	PFM-03
Budget Training Course for Corps Employees (PROSPECT 254)	Prepare	Focus	Manage	PFM-04
AMPRS and PROMIS for Managers (PROSPECT 307)	Prepare	Focus	Manage	PFM-05
PCA/Finance Plan Development (PROSPECT 315)	Prepare	Focus	Manage	PFM-06
Construction Contract Administration (PROSPECT 366)	Prepare	Focus	Manage	PFM-07
Quality Service to the Public/Service Excellence	Prepare	Focus	Manage	PFM-08
Constructive Conflict Resolution	Prepare	Focus	Manage	PFM-09
Assertiveness Skills (For Supervisors & Managers)	Prepare	Focus	Manage	PFM-10
Making Meetings Work, Planning and Managing Meetings	Prepare	Focus	Manage	PFM-11
Project Management: Planning, Scheduling, & Control Techniques	Prepare	Focus	Manage	PFM-12
Strategic Project Planning	Prepare	Focus	Manage	PFM-13
Risk Analysis and Management	Prepare	Focus	Manage	PFM-14
Project Performance Management Systems	Prepare	Focus	Manage	PFM-15
Contracting & Procurement for Project Managers & Technical Personnel	Prepare	Focus	Manage	PFM-16
Project Scheduling Techniques	Prepare	Focus	Manage	PFM-17
Project Scheduling	Prepare	Focus	Manage	PFM-18

<b>TITLE</b>	<b>LEVEL</b>	<b>SCOPE</b>	<b>FOCUS</b>	<b>FILE</b>
<i>Earned Value Management Systems</i>	Prepare	Focus	Manage	PFM-19
<i>Budgeting Techniques for On-Time, On-Budget Project Performance</i>	Prepare	Focus	Manage	PFM-20
<i>Project Planning and Tracking</i>	Prepare	Focus	Manage	PFM-21
<i>Project Planning, Scheduling and Control</i>	Prepare	Focus	Manage	PFM-22
<i>The Art of Project Management</i>	Prepare	Focus	Manage	PFM-23
<i>Project Management: Beyond the Techniques</i>	Enhance	Survey	Generic	ESG-01
<i>Senior Project Management</i>	Enhance	Survey	Generic	ESG-02
<i>Advanced Project Management</i>	Enhance	Survey	Generic	ESG-03
<i>Project Management Institute Regional Seminars</i>	Enhance	Survey	Generic	ESG-04
<i>Project Management Forum: Real Solutions for Project Success</i>	Enhance	Process	Generic	EPG-01
<i>Project Management Applications</i>	Enhance	Process	Generic	EPG-02
<i>Multi-Project Management</i>	Enhance	Process	Generic	EPG-03
<i>Executive Seminar in ADR Procedures (PROSPECT 384)</i>	Enhance	Focus	Leader	EFL-01
<i>Organizational Leadership for Executives (OLE)</i>	Enhance	Focus	Leader	EFL-02
<i>Management Assessment Program</i>	Enhance	Focus	Leader	EFL-03
<i>Management Development Seminar</i>	Enhance	Focus	Leader	EFL-04



# INDEX OF PROJECT MANAGEMENT COURSES

## *Alphabetical*

TITLE	LEVEL	SCOPE	FOCUS	FILE
<i>Advanced Project Management</i>	Enhance	Survey	Generic	ESG-03
<i>AMPRS and PROMIS for Managers (PROSPECT 307)</i>	Prepare	Focus	Manage	PFM-05
<i>Architect Engineer Contracting (PROSPECT 004)</i>	Prepare	Focus	Manage	PFM-01
<i>Assertiveness Skills (For Supervisors &amp; Managers)</i>	Prepare	Focus	Manage	PFM-10
<i>Basic Communication Skills</i>	Prepare	Focus	Communi	PFC-05
<i>Basic Project Management</i>	Prepare	Survey	Generic	PSG-20
<i>Basic Project Management: Planning, Scheduling, &amp; Control</i>	Prepare	Survey	Generic	PSG-06
<i>Budget Training Course for Corps Employees (PROSPECT 254)</i>	Prepare	Focus	Manage	PFM-04
<i>Budgeting Techniques for On-Time, On-Budget Project Performance</i>	Prepare	Focus	Manage	PFM-20
<i>Building an Effective Project Team</i>	Prepare	Focus	Leader	PFL-13
<i>Civil Works Orientation (PROSPECT 086)</i>	Introdu	Process	Civ Wks	IPC-01
<i>Civil Works Planning Program Management (PROSPECT 066)</i>	Prepare	Process	Civ Wks	PPC-03
<i>Civil Works Program Development and Execution (PROSPECT 010)</i>	Prepare	Process	Civ Wks	PPC-01
<i>Communications I: How to Manage Conflict</i>	Prepare	Focus	Communi	PFC-06
<i>Communications II: How to Connect with Others</i>	Prepare	Focus	Communi	PFC-07
<i>Communications III: Leading Project Team</i>	Prepare	Focus	Communi	PFC-08

**INDEX: Alphabetical**

<b>TITLE</b>	<b>LEVEL</b>	<b>SCOPE</b>	<b>FOCUS</b>	<b>FILE</b>
<i>Construction Contract Administration (PROSPECT 366)</i>	Prepare	Focus	Manage	PFM-07
<i>Constructive Conflict Resolution</i>	Prepare	Focus	Manage	PFM-09
<i>Contracting &amp; Procurement for Project Managers &amp; Technical Personnel</i>	Prepare	Focus	Manage	PFM-16
<i>Cost Estimating Basics (PROSPECT 181)</i>	Prepare	Focus	Manage	PFM-03
<i>Design Project Management in Professional Practice</i>	Prepare	Survey	Generic	PSG-17
<i>Earned Value Management Systems</i>	Prepare	Focus	Manage	PFM-19
<i>Effective Briefing Techniques</i>	Prepare	Focus	Communi	PFC-03
<i>Effective Leadership Seminar</i>	Prepare	Focus	Leader	PFL-08
<i>Effective Project Management</i>	Prepare	Survey	Generic	PSG-11
<i>Effective Skills for Technical Managers</i>	Prepare	Survey	Generic	PSG-14
<i>Effective Writing Skills</i>	Prepare	Focus	Communi	PFC-02
<i>Executive Seminar in ADR Procedures (PROSPECT 384)</i>	Enhance	Focus	Leader	EFL-01
<i>Hazardous/Toxic/Radioactive Waste (PROSPECT 350)</i>	Introdu	Process	HTRW/En	IPH-01
<i>Human Resource Management I (PROSPECT 301)</i>	Prepare	Focus	Leader	PFL-01
<i>Human Resource Management II (PROSPECT 302)</i>	Prepare	Focus	Leader	PFL-02
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<i>Intern Leadership Development Course</i>	Introdu	Focus	Leader	IFL-01
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<i>Leadership Assessment Program</i>	Prepare	Focus	Leader	PFL-10
<i>Leadership Communication Skills (PROSPECT 362)</i>	Prepare	Focus	Leader	PFL-06
<i>Leadership Education and Development (LEAD)</i>	Prepare	Focus	Leader	PFL-07
<i>Making Meetings Work, Planning and Managing Meetings</i>	Prepare	Focus	Manage	PFM-11
<i>Management Assessment Program</i>	Enhance	Focus	Leader	EFL-03
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<i>Negotiating, Bargaining &amp; Dispute Resolution (PROSPECT 306)</i>	Prepare	Focus	Leader	PFL-05
<i>Network Analysis System (PROSPECT 080)</i>	Prepare	Focus	Manage	PFM-02
<i>Organizational Leadership for Executives (OLE)</i>	Enhance	Focus	Leader	EFL-02
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